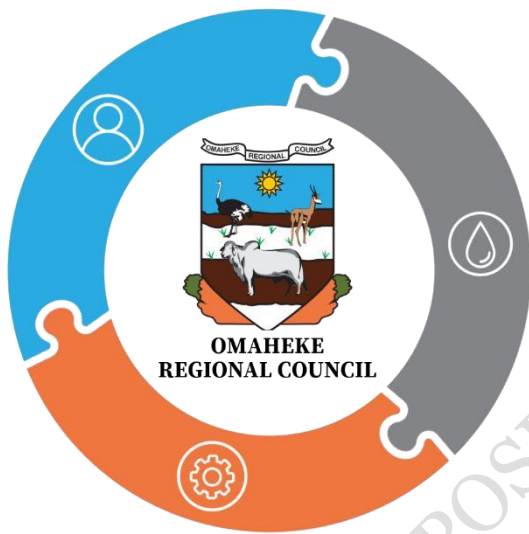




REPUBLIC OF NAMIBIA

Omaheke Regional Council



# STRATEGIC PLAN 2025/26 – 2029/30



OPERATIONAL  
EXCELLENCE



INFRASTRUCTURE  
DEVELOPMENT



SOCIO-ECONOMIC  
DEVELOPMENT

**OMAHEKE REGIONAL COUNCIL  
ROADMAP 2025/26 – 2029/30**

**VISION:**

*A catalyst for inclusivity, sustainability and the prosperity for the inhabitants of Omaheke Region.*

**MISSION:**

*To champion equitable and efficient service delivery through innovative sustainable solutions.*



**Pillar 1:  
Operational  
Excellence**

**SO1:** Strengthen organisational performance and culture

**SO2:** Enhance revenue collection mechanisms

**SO3:** Enhance stakeholder engagement and collaboration



**Pillar 2:  
Infrastructure  
Development**

**SO4:** Enhance infrastructure development and maintenance



**Pillar 1:  
Socio-Economic  
Development**

**SO5** Promote sustainable community development

**SO6** Improve access to sanitation services and hygiene

**SO7:** Strengthen disaster risk management and resilience

**SO8:** Expedite implementation of Integrated Regional Land Use Plan

**CORE VALUES:**

Unity  
Transparency

Accountability  
Innovation

Ethics  
Equity

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## **FOREWORD BY THE CHAIRPERSON OF THE REGIONAL COUNCIL**

The Omaheke Regional Council was established by the Regional Councils Act, No. 22 of 1992, in accordance with Article 103 of the Namibian Constitution, with an immense mandate to govern and manage the region through planning in all matters pertaining to social, economic and physical development for the inhabitants.

Needless to say, the execution of a mandate of this magnitude faces a number of challenges such as limited financial resources, insufficient number of internal policies and a slow pace of decentralisation, exacerbated by high unemployment and poverty rates as well as climate change in the region. Nonetheless, in the midst of these challenges, we have managed to achieve some results through our previous strategic plans, albeit below expectation.

It is, therefore with great optimism and a deep sense of responsibility that I present the Omaheke Regional Council's Strategic Plan for the period 2025/26 to 2029/30. The outcome of our previous Strategic Plan forms the basis of this plan, supplemented by inputs from some of our stakeholders.

This strategic document represents a decisive step forward in our shared vision to become “*a catalyst for inclusivity, sustainability, and prosperity for the inhabitants of the Omaheke Region.*” Guided by our mission “*to champion equitable and efficient service delivery through innovative sustainable solutions,*” our strategic focus for the next six years is operational excellence, infrastructure development and socio-economic development.

Through this plan, we will address the urgent need to uplift livelihoods and expand critical infrastructure in the region. This plan further underscores our commitment to institutional effectiveness, transparency, and good governance.

This plan is developed at a time of transformation in our national agenda where youth development has become central, in addition to our areas of focus over the past 34 years as contained the Sixth National Development Plan – our implementation plan to Vision 2030.

As evident in the SWAPO Party Manifesto Implementation Plan, sport infrastructure, youth empowerment and the creative industry have taken centre stage. I would, therefore, like to call upon all our stakeholders – government entities, traditional authorities, civil society, the private sector, and most importantly, the people of Omaheke – to walk this path with us. Through collective effort and steadfast resolve, we can and will build a more inclusive, resilient, and prosperous Omaheke.

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**ROCCO NGUVAUVA**  
**CHAIRPERSON: OMAHEKE REGIONAL COUNCIL**

FOR BID PURPOSES ONLY (Do Not Distribute)

## **ACKNOWLEDGEMENT BY THE CHIEF REGIONAL OFFICER**

The Omaheke Regional Council proudly presents its Strategic Plan for 2025/26–2029/30, a blueprint to advance socio-economic development, infrastructure development, and operational excellence in line with our mandate to promote sustainable regional growth, equitable service delivery, and enhanced quality of life for all residents. This plan reflects our commitment to fostering inclusive prosperity and resilience across the Omaheke Region.

We extend our heartfelt gratitude to the Office of the Prime Minister for their invaluable guidance and strategic oversight. Their leadership has ensured that this strategic plan is aligned to the public service policies, providing a robust framework for our regional aspirations. We also express deep appreciation to the Regional Councillors of the Omaheke Regional Council for their unwavering support, insightful input, and dedication to shaping a vision that reflects the needs and aspirations of our communities. Their commitment to participatory governance has been instrumental.

Our sincere gratitude goes to the management and staff members of the Omaheke Regional Council, whose tireless commitment, expertise, and innovative contributions have enriched this plan. Their dedication to operational excellence and public service is the backbone of our success. Equally, we acknowledge our stakeholders – community leaders, businesses, civil society, and residents – whose diverse perspectives and collaborative input have ensured this plan is inclusive and responsive to their needs.

Together, these contributions have crafted a strategic roadmap that upholds our core values of unity, accountability, ethics, transparency, innovation and equity. We are confident that this plan will guide the Omaheke Region toward a prosperous and vibrant future. This plan is for the betterment of service delivery, thus let us all work together towards its implementation.

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**PECKA SEMBA**  
**CHIEF REGIONAL OFFICER**

## ABBREVIATIONS

BPR	Business Process Re-engineering
BTH	Build Together Houses
CSC	Customer Service Charter
CSFs	Critical Success Factors
GRN	Government Republic of Namibia
ICT	Information Communication and Technology
IGAs	Income Generating Activities
IRLUP	Integrated Regional Land Use Plan
KPIs	Key Performance Indicators
LAs	Local Authorities
LED	Local Economic Development
MC	Management Committee
MURD	Ministry of Urban and Rural Development
NDP6	Sixth National Development Plan
NGOs	Non-Governmental Organisations
O/M/As	Offices/Ministries/Agencies
OPM	Office of the Prime Minister
PESTLEED	Political, Economic, Social, Technological, Legal, Environmental, Ethical and Demographic
PMS	Performance Management System
RC	Regional Council
SDGs	Sustainable Development Goals
SWAPO	South West African Peoples Organisation
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAs	Traditional Authorities
UAETIE	Unity, Accountability, Ethics, Transparency, Innovation, Equity

## DEFINITION OF TERMS

**Vision:** A clear statement describing the long-term aspirations and desired future state of an organisation. It provides direction and inspiration for all stakeholders.

**Mission:** The fundamental purpose of an organisation, outlining what it does, who it serves, and how it delivers value.

**Core Values:** The guiding principles and beliefs that shape organisational culture, behaviour, and decision-making.

**Strategic Pillars:** Broad focus areas or themes that anchor the strategic plan and provide a framework for setting objectives and initiatives.

**Strategic Objectives:** Specific and measurable goals that an organisation seeks to achieve within the timeframe of the strategic plan.

**Critical Success Factors (CSFs):** Key elements and conditions that must be in place to ensure effective implementation of strategies and achievement of objectives.

**Key Performance Indicators (KPIs):** Quantifiable measures used to assess progress, performance, and success in achieving strategic objectives.

**Monitoring and Evaluation (M&E):** A systematic process of tracking, reviewing, and assessing implementation to ensure accountability, transparency, and continuous improvement.

**SWOT Analysis:** A tool used to evaluate internal strengths and weaknesses, and external opportunities and threats, in order to guide planning and decision-making.

**PESTEL Analysis:** A framework for examining political, economic, social, technological, environmental, and legal factors that influence organisational performance.

**Stakeholders:** Individuals, groups, or institutions that are affected by, or have an interest in, the organisation's activities and outcomes.

**Local Economic Development (LED):** An approach aimed at promoting local entrepreneurship, investment, job creation, and sustainable economic growth at community and regional levels.

**Integrated Land Use Plan (ILUP):** A structured framework that guides the sustainable management and utilisation of land and natural resources.

**Performance Management System (PMS):** A management tool for setting performance targets, monitoring results, and assessing contributions at both institutional and individual levels.

**Risk Management:** The process of identifying, analysing, and addressing potential risks.

## EXECUTIVE SUMMARY

The Omaheke Regional Council's Strategic Plan for 2025/26–2029/30 is a roadmap designed to fulfil its mandate, derived from the Namibian Constitution and the Regional Councils Act, No. 22 of 1992, as amended. The Council is tasked with governing and managing the region through strategic planning to promote social, economic, and physical development for all inhabitants.

This strategic plan builds on the foundation laid by the previous plan and aligns with national and global frameworks, including Vision 2030, the Sixth National Development Plan (NDP6), SWAPO Party Manifesto and the Sustainable Development Goals (SDGs), ensuring regional efforts contribute to Namibia's broader aspirations.

The Council's vision to be **“a catalyst for inclusivity, sustainability and the prosperity for the inhabitants of Omaheke Region”** sets an inspirational goal for 2030 while the mission **“to champion equitable and efficient service delivery through innovative sustainable solutions”** defines its core purpose and guides strategic priorities.

Anchored by the core values of **unity, accountability, ethics, transparency, innovation, and equity**, the Council commits to principled governance and inclusive development. These values shape a culture of trust, collaboration, and responsiveness, ensuring all actions align with the region's socio-economic goals.

A comprehensive assessment, utilising SWOT and PESTLEED frameworks, as well as questionnaires administered to key stakeholders informed the plan's development. The analysis identified critical issues, such as high unemployment, poverty, and infrastructure gaps, while highlighting opportunities like national funding and technological advancements. This data driven approach ensures strategies are responsive to the region's realities and potential.

The plan is structured around three strategic pillars with 8 targeted objectives, namely:

1. **Operational Excellence:** driving efficiency and governance through four objectives: strengthening organisational performance, enhancing revenue collection, improving stakeholder collaboration, and advancing decentralisation toward devolution.
2. **Infrastructure Development:** focusing on enhancing physical infrastructure via three objectives: accelerating construction and upgrades, expanding serviced land provision, and improving water supply infrastructure.
3. **Socio-Economic Development:** aiming to uplift living standards through seven objectives, including combating unemployment, reducing poverty, improving food security, upgrading localities, strengthening disaster resilience, addressing illegal land occupation, and implementing the Integrated Regional Land Use Plan (IRLUP).

These pillars and objectives address pressing regional challenges while leveraging opportunities for sustainable growth. The plan emphasises equitable resource allocation, innovative solutions, and stakeholder engagement to ensure inclusive benefits for Omaheke's diverse communities.

The strategic plan provides a logical framework of key performance indicators (KPIs) and targets to be implemented over the next six years through annual plans. These KPIs are aligned to the desired outcomes of NDP6, the strategic pillars and objectives outlined in the plan.

# 1. INTRODUCTION

## 1.1. Background

The Omaheke region, located in eastern Namibia and bordering Botswana, is the country's least populous region with around 100,000 inhabitants. It encompasses vast savannah landscapes, including parts of the Kalahari Desert, and relies heavily on subsistence and commercial farming, livestock rearing, and limited tourism. The region plays a pivotal role in the Namibian economy, primarily as a leading centre for cattle ranching and beef production. However, the region faces multifaceted challenges rooted in socioeconomic disparities, environmental pressures and structural inequalities. Therefore, a comprehensive strategic plan is essential to align resources, stakeholders, and timelines toward sustainable transformation that will contribute to the country's developmental agenda.

The Omaheke Regional Council Strategic Plan was prepared in accordance with the Public Service Performance Management Framework, as prescribed to all Offices, Ministries and Agencies (O/M/As) and Regional Councils (RCs). In this strategic plan, the framework translates the Omaheke Regional Council's strategy into strategic objectives that are aimed at driving performance and behaviour of staff members serving this office.

The development of this strategic plan was a participatory and data-driven process, followed by stakeholder consultations where Government, Traditional Authorities, farmers, NGOs, and private actors co-defined issues and priorities. The stakeholders' inputs ensure relevance and legitimacy of the plan by reflecting the realities on the ground.

The strategic plan for the Omaheke region seeks inclusive and resilient development by 2030. It aims to eradicate multidimensional poverty, secure livelihoods through climate-smart agriculture and market access, ensure water and food security. Rooted in local realities and co-designed with stakeholders, it aims to shift the region from on-going vulnerability to a leading example of sustainable prosperity in arid areas, in line with national development goals.

## 1.2. Purpose of the Strategic Plan

Strategic planning is a process, which enables an organisation to picture its future and develop the necessary procedures and operations to achieve the desired results. It answers four fundamental questions, namely:

- ★ Where is the organisation now?
- ★ Where does it want to be?
- ★ How will it get there, and?
- ★ How will it know it is there?

This strategic plan has been formulated to enable the Omaheke RC to focus its efforts and resources and ensure that all its staff members are working towards the same goals. The plan will also assist the Council to assess and adjust its direction in response to the changing environment in which it operates.

Briefly, this plan contains fundamental decisions and actions, which will shape and guide the Council in terms of what it is, what it does, why it does it, and where it is going.

### **1.3. Major Achievements (as per the previous SP review)**

#### **1.3.1. Implementation of Rural Development Projects**

The Regional Council supported the following Rural Development Projects during the period 2017/18 to 2024/25:

The Regional Council, under Micro Finance achieved Forty-nine (49) out of Forty-one (41) targeted and Cash Food for work achieved Seventy-nine (79) out of Forty-nine (49) targeted.

#### **1.3.2. Affirmative Action Reports and Plans**

The Regional Council submitted the targeted seven (7) out of seven Affirmative Action Reports and two (2) out of two (2) targeted Plans to the Employment Equity Commission in accordance with the relevant legislations.

#### **1.3.3. Vulnerability Assessments and Registration of Beneficiaries**

The Regional Council conducted seven (7) out of seven (7) targeted vulnerability assessments and seven (7) field registration out of (7) of beneficiaries for disaster risk management.

#### **1.3.4. Payroll Verification**

The Regional Council conducted seven (7) Payroll verifications out of seven (7) targeted.

### **1.4. Linkage to High Level Initiatives**

The Omaheke Regional Council's strategic objectives serve as a localized blueprint for development, directly echoing the broader aspirations of Namibia's **Vision 2030**, which envisages a prosperous nation. ORCs Strategic Objectives such as strengthening organizational performance and culture, as well as enhancing stakeholder engagement and collaboration, align closely with **Vision 2030's** focus on building efficient institutions and fostering political stability through inclusive governance. This connection ensures that regional efforts contribute to national competitiveness by creating robust administrative frameworks that support human resource development.

In relation to the **NDP6**, which prioritizes achieving and maintaining a competitive development environment with improved citizen satisfaction, sustainable and inclusive prosperity for all Namibians, accelerated human development for self-actualization, the ORCs objectives demonstrate a clear relational thread through practical implementation. Efforts to enhance revenue collection mechanisms and combat high unemployment

directly support **NDP6's** inclusive prosperity pillar by fostering economic stability and job creation at the grassroots level.

The Omaheke strategic objectives of strengthening organizational performance and culture & combating high unemployment intersects profoundly with the **(SDGs)**, particularly those guaranteeing peace, justice, and strong institutions; building partnerships for the goals; increasing industry & innovation. Furthermore, by the ORC accelerating the upgrading and construction of infrastructure, enhancing the provision of serviced land, and expediting the implementation of the Integrated Regional Land Use Plan speak to SDGs on industry innovation, sustainable cities, and climate action by prioritizing resilient urban planning and environmental stewardship.

The **SWAPO Party Manifesto**, with its core emphasis on decent living through land, housing, and sanitation; water provision; youth empowerment; better living standards; and agriculture, finds strong relational parallels in Omaheke's objectives, bridging party ideology with regional execution. The council's repeated focus on decent living elements, such as enhancing serviced land, accelerating locality upgrades, and reducing illegal land occupation, directly supports the manifesto's land, housing, and sanitation priorities, promoting equitable access to basic needs.

The Omaheke Regional Council's strategic objectives represent a cohesive, grassroots driven framework that seamlessly integrates with Namibia's overarching development agenda and mirrors a collective approach towards development.

## **2. HIGH LEVEL STATEMENTS**

### **2.1. Mandate**

The mandate of the Omaheke Regional Council (RC) is derived from the Namibian Constitution and the Regional Councils Act, No. 2 of 1992, as amended. The mandate is, therefore:

*To govern and manage the region through planning in all matters pertaining to social, economic and physical development for the inhabitants.*

### **2.2. Vision**

The vision statement of the Omaheke RC describes the Council's desired future state, articulating what the Council aims to become and serves as a guide for decision-making. Therefore, the vision of the Omaheke RC is:

*A catalyst for inclusivity, sustainability and the prosperity for the inhabitants of Omaheke Region.*

## 2.3. Mission

The mission statement of Omaheke RC clearly defines the Council’s core purpose, focus and reason for existing. It explains how the Council delivers its services, providing a foundation for strategic decisions and priorities. The mission of the Omaheke RC is, therefore:

***To champion equitable and efficient service delivery through innovative sustainable solutions.***

## 2.4. Core Values (UAETIE)

The core values, facetiously named ‘UAETIE’, are fundamental beliefs and principles that guide the Omaheke RC’s behaviour, decisions and culture – what the Council stands for, serving as a moral and operational compass for all its activities:

Value	Definition
Unity	We cherish unity within diversity
Accountability	We are answerable for our actions
Ethics	We are honest to our inhabitants
Transparency	We are open in our dealings at all times
Innovation	We find new ideas of doing things effectively and efficiently
Equity	We are fair in distribution of our resources

## 3. SITUATIONAL ANALYSIS

This section highlights the internal and external environment of the Omaheke Regional Council to understand its current position, challenges and opportunities.

Two models, namely SWOT (strengths, weaknesses, opportunities and threats) analysis and PESTLEED (political, economic, social, technological, legal, environmental, ethical and demographic) analysis were used during the development of this strategic plan to identify issues and assess factors which provided the foundation for setting strategic goals, identifying priorities and developing actionable strategies.

*The detailed assessment is included to this strategic plan as [Appendix II](#) and [III](#).*

### 3.1. SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Effective and integrated financial systems (Pastel Evolution and VIP Payroll)</li> <li>• Strong management support and commitment</li> <li>• Specialized workforce (e.g. Engineers)</li> <li>• Proactive stakeholders' engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient revenue collection</li> <li>• Insufficient and aging fleet (lack of transport)</li> <li>• Low staff morale (lack of team spirit and team culture)</li> <li>• Inadequate organisational structure</li> <li>• Limited serviced land</li> <li>• Poor record keeping and filing system</li> <li>• Lack of upgrading of settlements and growth points</li> <li>• Inadequate staff accommodation at remote areas</li> <li>• Poor coordination between regional office and constituency and settlement offices</li> <li>• Inadequate organisational policies</li> <li>• Poor implementation of public service reform initiatives (Performance Management System, Customer Service Charter and Innovation)</li> <li>• Lack of information and communication technology infrastructure</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Trans-Kalahari Highway (B6) and One-stop Border Post serve as an access route to SADC markets</li> <li>• Competitive advantage of beef production for the market</li> <li>• More EPLs granted for mining for potential investors</li> <li>• Potential of Green scheme projects</li> <li>• Abundance of sun for renewable energy (solar energy)</li> <li>• Availability of undeveloped (Virgin) land</li> <li>• Optimizing on twinning agreements entered into</li> <li>• Availability of TVET training institutions for skills development</li> <li>• Technological advancement</li> </ul>	<ul style="list-style-type: none"> <li>• Climate change/natural disaster e.g. drought, field fire, and disease outbreak</li> <li>• High rate of urbanisation</li> <li>• High unemployment</li> <li>• Slow pace of decentralization towards devolution</li> <li>• High stock theft</li> <li>• Out-dated legal instruments</li> <li>• Food insecurities (malnutrition incidences)</li> <li>• Budget constraints or inadequate budget</li> <li>• Cyber attacks</li> <li>• Power outages</li> </ul>

### 3.2. PESTLEED Analysis

POLITICAL FACTORS	ECONOMIC FACTORS
<ul style="list-style-type: none"> <li>• National decentralisation policy enhances regional authority</li> <li>• Political hindrances at local authorities may affect project implementation and good governance</li> <li>• No clear jurisdiction of the mandate between the administrators and politicians</li> </ul>	<ul style="list-style-type: none"> <li>• High national unemployment rate affecting local household incomes</li> <li>• Government budget constraints limit regional development funds</li> <li>• Potential for green economy and agribusiness development in the region</li> </ul>

<p><b>SOCIAL FACTORS</b></p> <ul style="list-style-type: none"> <li>• High youth unemployment rate leading to rising social concerns</li> <li>• Increasing civic engagement in local government planning</li> <li>• Cultural diversity offers opportunities for tourism and unity</li> </ul>	<p><b>TECHNOLOGICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>• Limited internet connectivity in rural areas</li> <li>• Government ICT rollout plans offer digitisation opportunities</li> <li>• Inadequate technological capacity among local administrative staff</li> </ul>
<p><b>LEGAL FACTORS</b></p> <ul style="list-style-type: none"> <li>• <b>Land Use Planning:</b> Surveys and zoning must speak to contemporary planning taking cognisance of growth and equity needs.</li> <li>• Fast-track implementation of frameworks to elevate the establishments of new settlements, villages and towns.</li> <li>• <b>Transparency and Accountability:</b> Legal obligations under the Access to Information Act, No. 8 of 2022, require transparent decision-making processes, budgeting, and contracting to foster public trust and prevent corruption.</li> </ul>	<p><b>ENVIRONMENTAL FACTORS</b></p> <ul style="list-style-type: none"> <li>• <b>Drought Conditions:</b> Persistent drought degrades ecosystems, reduces water availability, and increases bushfire risks in constituencies, necessitating adaptive environmental management.</li> <li>• <b>Sustainability Goals:</b> The Council to expedite efforts to promote sustainable de-bushing and charcoal production.</li> <li>• Poor waste management and refuse removal</li> <li>• Non-compliance to Land Use Planning model</li> </ul>
<p><b>ETHICAL FACTORS</b></p> <ul style="list-style-type: none"> <li>• <b>Equity in Resource Allocation:</b> Equitable distribution of water and reticulation services across urban, rural, and indigenous communities in constituencies.</li> <li>• <b>Transparency:</b> Ethical governance requires clear reporting on strategic plan progress and resource use to maintain public trust.</li> <li>• <b>Transparency and Community Engagement:</b> Ethical consideration for the Regional Council to prioritise open decision-making and involve residents in policy development to reflect community needs. Lack of engagement risks distrust and exclusion.</li> </ul>	<p><b>DEMOGRAPHIC FACTORS</b></p> <ul style="list-style-type: none"> <li>• <b>Population Trends:</b> Scattered population growth in some constituencies.</li> <li>• Facilitate entrepreneurial programs in place that addresses youth unemployment.</li> </ul>

## 4. STRATEGIC ISSUES

STRATEGIC ISSUES	CAUSAL FACTORS	ROOT CAUSES	INTERVENTIONS Initiatives to address Causal factors and/or Root Causes
<b>Insufficient revenue collection</b>	<ul style="list-style-type: none"> <li>✦ Lack of data</li> <li>✦ Non-payment</li> <li>✦ Aging water infrastructure</li> <li>✦ Untapped revenue sources</li> </ul>	<ul style="list-style-type: none"> <li>✦ No customer database</li> <li>✦ Budgetary constraints</li> <li>✦ None billing to clients by the Omaheke RC</li> </ul>	<ul style="list-style-type: none"> <li>✦ Develop customer database</li> <li>✦ Timely and accurate billing</li> <li>✦ Frequent stakeholders' engagement</li> <li>✦ Introduce a Build Together Programme (BTP) billing system</li> <li>✦ Transition and collaboration between Technical Services and Administration Divisions</li> <li>✦ Settlement Offices to collect BTP information</li> <li>✦ Introduce prepaid water meter system</li> <li>✦ Rehabilitation of the old water infrastructure</li> </ul>
<b>Lack of serviced land</b>	<ul style="list-style-type: none"> <li>✦ Inadequate funding allocation</li> <li>✦ Planning and surveying of settlements</li> <li>✦ Land ownership/ boundary issue</li> </ul>	<ul style="list-style-type: none"> <li>✦ Limited budget from Central Government</li> <li>✦ Organisational structure</li> <li>✦ Land compensation policy</li> </ul>	<ul style="list-style-type: none"> <li>✦ Diversify sources of revenue and conduct resources mobilisation activities</li> <li>✦ Recommend for the re-grading of the Town Planner position</li> <li>✦ Strengthen the implementation of IRLUP</li> <li>✦ Source external expertise from</li> </ul>

			stakeholders (i.e. Town Planner)
<b>Slow upgrading of settlements, growth points and villages</b>	<ul style="list-style-type: none"> <li>▪ Poor revenue collection</li> <li>▪ Boundary conflict Localities</li> <li>▪ not meeting upgrading criteria</li> <li>▪ Limited economic activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Land compensation policy</li> <li>▪ Resistance to change and fear of the unknown</li> <li>▪ Small population size with limited buying power</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review the land compensation policy</li> <li>▪ Need for early. Proclamation of localities to high status</li> <li>▪ Promote economic diversification and support income generating activities</li> </ul>
<b>Inadequate funds for natural disasters e.g. drought, veld fire and animal disease</b>	<ul style="list-style-type: none"> <li>▪ Lack of budgetary provision for the Disaster Risk Management Too much</li> <li>▪ dependency on the Office of the Prime Minister (OPM) for disaster No Regional Plan for Disaster Risk</li> <li>▪ Management (proactive, response)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not proactive, but more reactive. Poor coordination with Ministry of Urban and Rural Development (MURD) for decentralisation</li> <li>▪ Lack of equipment and facilities to respond to disasters</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop a Regional Disaster Risk Management Plan Strengthen stakeholder engagement (Private sector, None Governmental Organisations (NGOs, TAs etc.) Budgetary provision to acquire equipment and training</li> </ul>
<b>Prevalent food insecurity</b>	<ul style="list-style-type: none"> <li>▪ Limited diversification of farming activities (animal husbandry vs crop husbandry/ horticulture</li> <li>▪ Dependency on government support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Traditional farming practices</li> <li>▪ Water challenge for farming activities.</li> <li>▪ Lack of technical skills for farming Activities.</li> <li>▪ No enabling market for crop farming</li> </ul>	<ul style="list-style-type: none"> <li>▪ Diversification of economic, farming and livelihood activities. Introduction of urban agriculture in local authority areas</li> <li>▪ Partnership with stakeholders (United Nation (UN) agencies– World Food Programme (WFP) etc.)</li> <li>▪ Create an enabling environment for crop production</li> </ul>

<b>Insufficient potable water</b>	<ul style="list-style-type: none"> <li>▪ Scarce underground water resources in some areas</li> <li>▪ Limited funds to drill available underground water</li> </ul>	<ul style="list-style-type: none"> <li>▪ Semi-arid area</li> <li>▪ Inadequate budgetary provisions for water drilling</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provision to include boreholes in project identification forms for budgeting. Geological studies to map available water sources</li> <li>▪</li> <li>▪ Hydrologists and Diviners to map available water sources</li> </ul>
<b>Illegal land occupation in the region</b>	<ul style="list-style-type: none"> <li>▪ Slow allocation of land</li> <li>▪ Overgrazing</li> <li>▪ Rural-urban migration</li> <li>▪ Lack of affordable housing</li> <li>▪ Political influences</li> </ul>	<ul style="list-style-type: none"> <li>▪ Overlapping of Traditional Authorities (TAs) and Local Authorities' (LAs) jurisdiction</li> <li>▪ High cost of living and housing</li> <li>▪ Population growth</li> </ul>	<ul style="list-style-type: none"> <li>▪ Rapid demarcation of plots and boundaries between TAs and LAs</li> <li>▪ Provision of low-cost housing</li> <li>▪ Development of virgin land into farming units and human settlements</li> <li>▪</li> <li>▪ Community sensitisation on land use issues</li> <li>▪ Creation of reception areas</li> </ul>
<b>High poverty rate</b>	<ul style="list-style-type: none"> <li>▪ Unemployment</li> <li>▪ Income inequality</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of industries</li> <li>▪ Unequal distribution of resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implement rural development programmes</li> <li>▪ Develop an impact analysis of rural development programme</li> </ul>
<b>Poor implementation of land use plan</b>	<ul style="list-style-type: none"> <li>▪ Poor awareness creation</li> <li>▪ Insufficient budgetary allocation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor synergy and advocacy</li> <li>▪ Poor collaboration among stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Creation of land use plan forums</li> <li>▪ Strengthen the implementation of IRLUP</li> </ul>

<p><b>Poor implementation of Government reform initiatives (Performance Management)</b></p>	<ul style="list-style-type: none"> <li>▪ Limited sensitisation sessions on reform initiatives</li> <li>▪ Non-adherence to the reform frameworks</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of awareness creation and training</li> <li>▪ Poor enforcement of reform initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enhance organisational performance and culture Establish rewards and incentives for performers</li> </ul>
<p><b>System (PMS) , Customer Service Charter (CSC) and Innovation)</b></p>			<ul style="list-style-type: none"> <li>▪ Create awareness Launching of the customer service charter</li> <li>▪ Identify areas to be innovated and Business Process Re-engineering (BPR)</li> </ul>
<p><b>Inadequate infrastructure</b></p>	<ul style="list-style-type: none"> <li>▪ Inadequate budget allocation</li> <li>▪ Unequal budget allocation to projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Actual budget not transferred or decentralized</li> <li>▪ Underutilized allocated budget</li> </ul>	<ul style="list-style-type: none"> <li>▪ Request for full transfer of allocated budget to the Regional Council.</li> <li>▪ Request appropriation of funds according to needs and priorities</li> <li>▪ Expedite the modalities of implementing the capital budget</li> </ul>

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## 5. STRATEGIC PILLARS AND OBJECTIVES

The strategic pillars and objectives are key components that drive the execution of the strategic plan. The pillars are the core focus areas or themes that support the vision and mission of the Omaheke RC for the next five (5) years. They represent high-level priorities that guide the Council's operations and resource allocation. The strategic objectives are specific, measurable goals within each pillar that define what the Council aims to achieve by the end of the strategic plan.

The Council has identified three (3) strategic pillars and eight (8) strategic objectives were particular focus will be given. They are as follows:

DESIRED OUTCOME	PILLAR	DEFINITION	ISSUES	STRATEGIC OBJECTIVES
<p>DO1: By 2030, Namibia has improved public service delivery from 54% to 80%, to the satisfaction of citizens</p> <p>DO2: Increased number of public services functions decentralized to Regional and Local Authorities, from 255 to 511 delegated functions and from 0 to 211 devolved functions by 2030</p> <p>DO3: By 2030, Namibia has achieved a 50 percent integration of the disaster risk management mechanisms to all sectors.</p>	<b>OPERATIONAL EXCELLENCE</b>	<p>Improve institutional processes, systems and resources to achieve excellent performance, efficiency and enhance productivity</p>	<p>Poor implementation of Government reform initiatives (Performance Management System (PMS) , Customer Service Charter (CSC) and Innovation)</p> <p>Insufficient revenue collection</p> <p>Inadequate funds for natural disasters e.g. drought, veld fire and animal disease</p>	<p><b>SO1:</b> Strengthen organisational performance and culture</p> <p><b>SO2:</b> Enhance revenue collection mechanisms</p> <p><b>SO3:</b> Enhance stakeholder engagement and collaboration</p>

DO1: Namibia has unlocked housing opportunities at scale for urban and rural residents' by increasing serviced plots from 125,111 to 60,000 and houses constructed from a baseline of 12,598 in 2024 to 67,626

DO2: By 2030, Namibia has a bulk water infrastructure with an increased capacity from 1050 cubic mm to 1775 cubic mm for domestic, industrial and agricultural production for social and economic growth

DO3: Namibia has unlocked housing opportunities at scale for urban and rural residents' by increasing number of houses constructed from 10,494 to 63,000.

**INFRASTRUCTURE DEVELOPMENT**

Plan, construct, improve and manage physical structures and systems essential for a functioning society and economy

Inadequate infrastructure

Lack of surveyed and serviced land

Illegal land occupation in the region

Slow upgrading of villages, growth points, settlements and Local Authority

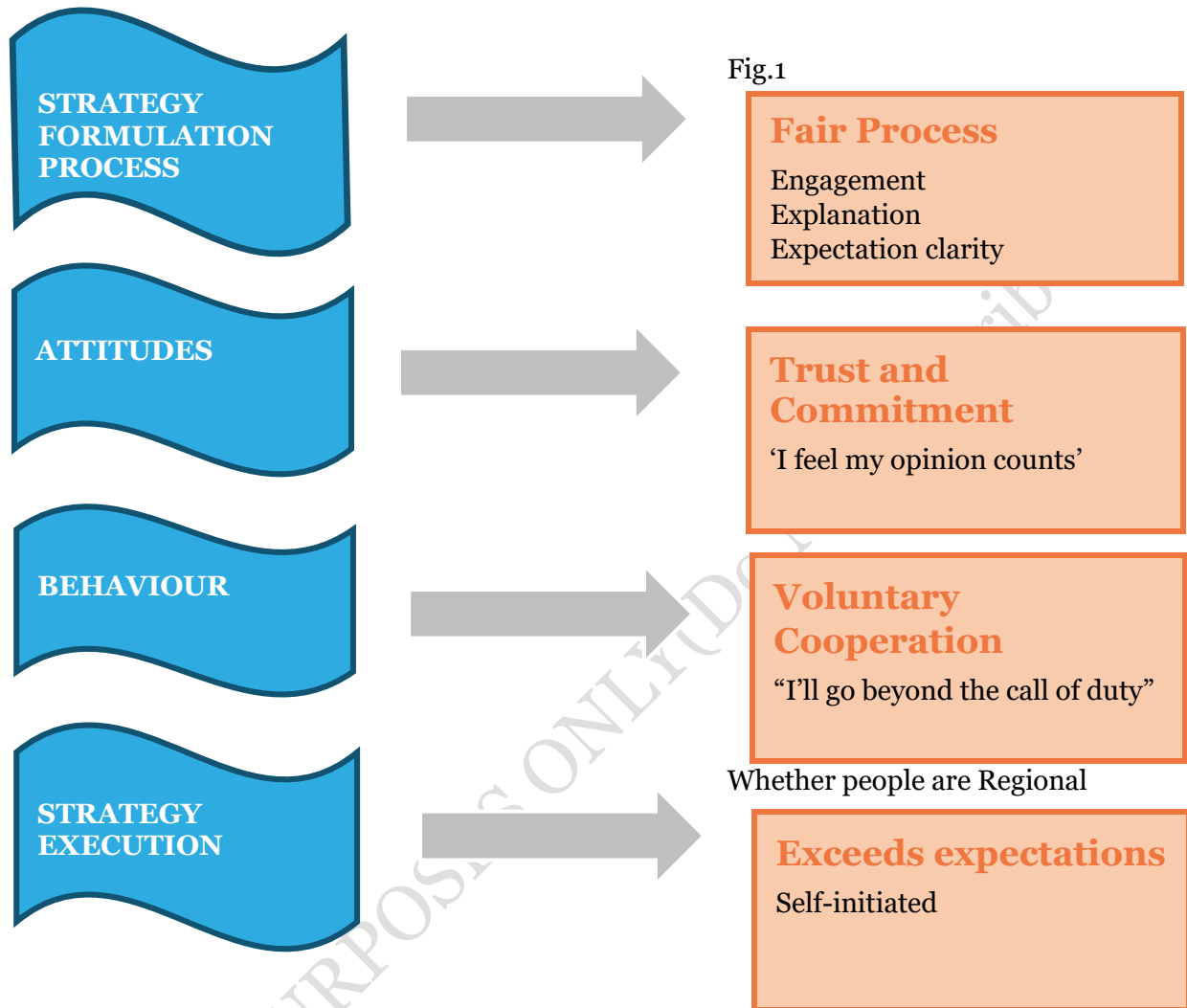
Poor implementation of land use plan

SO5: Enhance infrastructure development and maintenance

SO6: Expedite implementation of Integrated Regional Land Use Plan

<p>DO 1: By 2030, Namibia has attained 50 percent of integrated statistical and geospatial systems</p> <p>Do2: By 2030, Namibia to contain youth unemployment rate from 44.4 percent to 40.1 percent, by creating a dynamic workforce that contributed to sustainable economic growth</p> <p>Do3: By 2030, the production of agricultural foods for local consumption has increased on aggregate from 40 percent to 60 percent, and the food insecure people has reduced from 56 percent to 30 percent</p> <p>Do4: By 2030, Namibia will have a robust core network of national economic infrastructure that meets the needs of households and industries</p>	<p><b>SOCIO-ECONOMIC DEVELOPMENT</b></p>	<p>Uplift the living standards of the community and provide economic opportunities to reduce extreme poverty, create employment opportunities and improve quality of life</p>	<p>High poverty rate</p> <p>Prevalence of high unemployment</p> <p>Prevalent food insecurity</p> <p>Poor sanitation</p>	<p><b>SO7:</b> Promote sustainable community development</p> <p><b>SO8:</b> Improve access to sanitation services and hygiene</p> <p><b>SO4:</b> Strengthen disaster risk management and resilience</p>
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**Omaheke Regional Council Fair Process to Affect Employees' Attitudes and Behaviour**



Councillors, Senior Managers or frontline employees, they should all be elevated through these elements called “E principles of fair process”.

- ✦ **Engagement:** means involving employees in the strategic decisions that affect them by asking for their input and allowing them to refute the merits of one another’s ideas and assumptions. It will communicate management’s respect for individuals and their ideas within the Regional Council. Engagement results in better strategic decisions by management and greater commitment from all involved to execute those decisions during the Council operations.
- ✦ **Explanation:** means that everyone involved and affected should understand why final strategic decisions are made as they are. An explanation of the thinking underlies a decision which makes people confident that managers have considered their opinions and have made decisions impartially in the overall interest of Omaheke Regional Council. It allows employees to trust managers’ intentions even if their own ideas have been rejected. Also, serves as a powerful feedback loop that enhances learning.

- ✦ **Expectation** clarity: after a strategy is set, managers should clearly state the new rules of the game. Although the expectations may be demanding, employees should know upfront what standards they will be judged by and the consequence for failure. What are the objectives of the new strategic plan? What are the new targets and initiatives? Who is responsible for what? When people understand what is expected of them, political jockeying and favouritism are minimised and staff can focus on executing the strategy rapidly.

**Note:** When taken together, these three criteria collectively lead to judgments of fair process. This is important to the Regional Council, because any subset of the three does not create judgement of fair process.

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## 6. LOGICAL FRAMEWORK

2025/26 – 2029/30

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Baseline	Targets					Programme	Project	Operational Budget ('000)	Development budget ('000)
							Y1	Y2	Y3	Y4	Y5				
By 2030, Namibia has unlocked housing opportunities at a scale for urban and rural residents by increasing serviced plots from 25,111 to 50,000 and houses constructed from 12,598 to 55,126	<b>INFRASTRUCTURE DEVELOPMENT</b>	Enhance infrastructure development and maintenance	# of erven serviced	Erven serviced throughout the region in formal settlement areas	Absolute		50	50	50	50	50	Urban Land Servicing	Provision of basic services and bulk infrastructures		66,500

<p>By 2030, Namibia has unlocked housing opportunities at a scale for urban and rural residents by increasing serviced plots from 25, 111 to 50,000 and houses constructed from 12,598 to 55,126</p>			<p># of houses constructed</p>	<p>Houses constructed through Build Together Program</p>	<p>Absolute</p>		<p>20</p>	<p>20</p>	<p>20</p>	<p>20</p>	<p>20</p>	<p>Housing Development</p>	<p>Construction of houses</p>		<p>11,000</p>
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<p>By 2030, Namibia will have a robust core network of national economic infrastructure that meets the needs of households and industries</p>			<p># of service infrastructure constructed</p>	<p>Service infrastructure constructed (Water 2 per fy), sewer(1 per fy) road (1 per fy) and electricity (1 per fy, dumping sites (3, yr1, yr3, yr4)</p>	<p>Absolute</p>		8	5	8	8	5	<p>Construction of infrastructure</p>	<p>Construction of services</p>		66,500
<p>Is By 2030, Namibia will have a robust core network of national economic infrastructure that meets the needs of households and industries</p>			<p># of infrastructures constructed</p>	<p>Physical infrastructure constructed (Offices (5) (3, yr1; 2, yr5))</p>	<p>Absolute</p>		3				2	<p>Construction of physical infrastructure</p>	<p>Construction of infrastructure</p>		270,000

By 2030, Namibia will have a robust core network of national economic infrastructure that meets the needs of households and industries			# of electricity infrastructure established	Electricity infrastructure constructed in rural areas at Epukiro, Aminuis, Otjombinde, Otjinene (Transformers, powerlines)	Absolute		1	1	1	1	Rural development	Rural electrification		6,000

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<p>Namibia has unlocked housing opportunities at a scale for urban and rural residents by increasing serviced plots from 125,111 to 60,000 and houses constructed from a baseline of 12,598 in 2024 to 67,6626</p>		<p>Expedite implementation of Integrated Regional Land Use Plan (IRLUP)</p>	<p>% of IRLUP Implemented</p>	<p>Level of implementation of a plan that tracks the implementation of land use activities in the region</p>	<p>Incremental</p>	<p>30</p>	<p>60</p>	<p>80</p>	<p>100</p>				<p>Land use planning</p>	<p>IRLUP</p>		<p>380</p>
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<p>By 2030, Namibia will have a robust core network of national economic infrastructure that meets the needs of households and industries</p>			<p># of localities upgraded</p>	<p>Upgrading of localities from growth points to settlement: Eiseb-10 &amp; Drimiopsis (Y3) and settlement to Towns: Buitepos (Y4)</p>	<p>Absolute</p>			<p>2</p>	<p>1</p>		<p>Localities development</p>	<p>Upgrading of localities</p>		<p>300</p>
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<p>By 2030, Namibia has unlocked housing opportunities at a scale for urban and rural residents by increasing serviced plots from 25, 111 to 50,000 and houses constructed from 12,598 to 55,126</p>			<p># of new townships established</p>	<p>New townships established and proclaimed in informal settlement areas</p>	<p>Absolute</p>		<p>6</p>		<p>6</p>		<p>Urban Land servicing</p>	<p>Township establishment</p>		<p>42,300</p>
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<p>By 2030, Namibia has unlocked housing opportunities at a scale for urban and rural residents by increasing serviced plots from 25, 111 to 50,000 and houses constructed from 12,598 to 55,126</p>			<p># of informal settlements formalized</p>	<p>New informal areas formalized within proclaimed areas</p>	<p>Absolute</p>		<p>2</p>		<p>2</p>		<p>2</p>	<p>Formalization of Informal Settlements</p>	<p>Informal Settlements</p>		<p>9,000</p>
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By 2030, Namibia will have a robust core network of national economic infrastructure that meets the needs of households and industries	Socio - Economic Development	Improve access to sanitation services and hygiene	# of toilets constructed in rural areas	Construction of flush and pit latrine toilets in constituencies	Absolute		91	91	91	91	91	Rural Sanitation	Provision of basic rural sanitation			16,950

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<p>By 2030, percentage share of the MSME sector to GDP increase from 16% to 20%</p>		<p>Promote sustainable community development</p>	<p># of projects supported</p>	<p>Community projects financially supported per FY: (IGA 7, OROI (1), Cash/food for work (4), food security (2), microfinance (2) economic projects (2), VAT projects (30),</p>	<p>Absolute</p>		<p>48</p>	<p>48</p>	<p>48</p>	<p>48</p>	<p>48</p>	<p>Rural Development</p>	<p>Community Empowerment</p>		<p>28,435</p>
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By 2030, percentage share of the MSME sector to GDP increase from 16% to 20%		# of Micro Small and Medium Enterprises (MSME) capitated	Technical support (capacity building, business Management) provided to MSME	Absolute		100	100	100	100	100	MSME development	Capacity Building		200
By 2030, care and protection of children's wellbeing has improved with a score on minimum package of care index increase from 0.58 to 0.63		% of reported cases finalized	Cases of violence against children reported, investigated and finalized	Absolute [+]		60	60	60	60	60	Child care and protection	Violence against children	400	

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<p>By 2030, Namibia has achieved a 50 percent integration of the disaster risk management mechanisms to all sectors.</p>		<p>Strengthen disaster risk management and resilience</p>	<p>% implementation of multi-hazard contingency plan</p>	<p>Progress towards the Implementation of the multihazard contingency plan.</p>	<p>Absolute [+]</p>		<p>95</p>	<p>98</p>	<p>98</p>	<p>98</p>	<p>Disaster Risk Management</p>	<p>Disaster preparedness response</p>		
<p>By 2030, Namibia has improved public service delivery from 54% to 80%, to the satisfaction of citizens</p>	<p><b>OPERATIONAL EXCELLENCE</b></p>	<p>Enhance stakeholder's engagement and cooperation</p>	<p># of Regional development coordination structures empowered</p>	<p>Sessions on development structures conducted through RDCC and RACOC</p>	<p>Absolute</p>	<p>8</p>	<p>8</p>	<p>8</p>	<p>8</p>	<p>8</p>	<p>Regional Development Coordination</p>	<p>Regional Development Structures</p>	<p>1600</p>	

<p>By 2030, Namibia has improved public service delivery from 54% to 80%, to the satisfaction of citizens</p>		<p>Strengthen organisational performance and culture</p>	<p>% compliance to regulatory frameworks</p>	<p>Level of compliance with regulatory frameworks: AA, CSC, PMS, Ethics &amp; Integrity, Recruitment Plan, HRD Plan, Budget execution, Auditors recommendations, Procurement Plan, Asset Management</p>	<p>Absolute [+]</p>		<p>80</p>	<p>85</p>	<p>90</p>	<p>95</p>	<p>98</p>	<p>Good Governance</p>	<p>Regulatory Framework</p>		
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By 2030, Namibia has improved public service delivery from 54% to 80%, to the satisfaction of citizens			% implementation of resolutions	Level of implementation of Council resolutions	Absolute [+]		80	84	87	90	95	Service delivery	Performance Management		
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By 2030, Namibia has improved public service delivery from 54% to 80%, to the satisfaction of citizens				# of Policies developed	The Development of: Accounting, Build Together, Fixed Asset Management, Information Technology, Inventory Management, Risk Management, Enterprise Resource Planning, Contract Management, Audit, Records and Information Management, Wellness, HR & Staff Management, HRD, & Regional Investment polices	Absolute		14					Good Governance	Policy Formulation		
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By 2030, Namibia has improved public service delivery from 54% to 80%, to the satisfaction of citizens

# of Policies reviewed

The review of Accounting, Credit Control and Debt management, Build Together, Fleet Management, Fixed Asset Management, Information Technology, Inventory Management, Risk Management, Enterprise Resource Planning, Contract Management, Audit, Records and Information Management, Wellness, HR & Staff Management, HRD & Regional Investment.

Absolute

16

Good Governance

Policy Review

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By 2030, Namibia has improved public service delivery from 54% to 80%, to the satisfaction of citizens			% compliance to internal auditors' framework	Level of compliance to the internal auditors' framework	Absolute [+]	80	85	90	95	98	Internal Audit Management	Risk Management		
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By 2030, Namibia has improved public service delivery from 54% to 80%, to the satisfaction of citizens	Enhance revenue collection mechanisms	% of arrears collected	Collection of outstanding arrears of municipal services, leasing of land and infrastructure	Absolute [+]	50	60	70	80	98	Debt Management	Revenue collection		
<b>Total Budget ('000):</b>											<b>2,000</b>	<b>567,865</b>	

## 7. RISK ASSESSMENT

A successful strategic plan should consider those risk factors that will hinder the organisation to attain its strategic objectives and to take deliberate ways to remove or reduce them. The Omaheke Regional Council has identified the following risk as part of risk assessment:

<b>N O</b>	<b>LINKAGE TO STRATEGIC OBJECTIVE</b>	<b>RISK</b>	<b>RISK DEFINITION</b>	<b>LIKE LIHO OD</b>	<b>SEVE RITY</b>	<b>RISK (INTERN AL/ EXTERN AL)</b>	<b>MITIGATION STRATEGY</b>	<b>RESPONSIBL E UNIT</b>
1	Strengthen Organizational Performance	Cyber attacks	Loss of data, disruption of operations, and compromised service delivery	5	High	External and Internal	Develop and enforce an ICT security policy and data Protection framework.  Establish disaster recovery and business continuity plans for IT systems	Administration (IT)
2		Climate Change/Natural Disasters and disease outbreaks- lead to food insecurity	Increased frequency of droughts, veld fires, and animal and human disease outbreaks leading to diversion of resources from planned development initiatives to emergency relief efforts.	5	High	External	Establish early warning systems and a community-based disaster preparedness program.  Promote climate-smart agriculture and sustainable grazing practices among farmers.  Create emergency response funds and contingency budgets for disasters.	Administration (Disaster unit)

3		Lack of Skills and Capacity	Inadequate technical, managerial, and strategic skills are	5	High	Internal	Partner with NIPAM, UNAM, and vocational institutions for targeted capacity building.	Administration (HR unit)
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			hindering performance and service delivery				Develop an HR development plan focusing on training, mentorship, and continuous professional development.	
4		Weak Policy Formulation and Implementation	Strategic misalignment, poor regulatory compliance, or a lack of guiding frameworks, leading to inconsistent decisions	5	High	Internal	Ensure alignment of all regional policies with Vision 2030, NDP6, and MURD strategic priorities.  Adopt monitoring and evaluation tools to track policy performance and impact.	Administration
5		Budget constraints	Delay disbursement of funds from the central government. Poor revenue collection impedes the implementation of planned initiatives.	5	High	Internal & External	Prioritize cost-effective projects and value for money procurement.  Advocate for increased fiscal transfers from the central government based on performance.	Administration (Finance)

6		Power Interruptions	Interruptions to ICT, water supply, and other essential service delivery reduced productivity and increased operational cost. E.g. continuous repairs and maintenance	5	High	External.	Promote energy continuity planning and energy-efficient technologies and consumption practices.	Administration
7		Delays in project completion	Delays in completing development projects on time due to inadequate initial planning, including unrealistic timelines, unclear objectives, or overlooked dependencies	5	High	Internal & External	Use proven project management methodologies, develop detailed Gantt charts or roadmaps, and conduct regular progress reviews to adjust plans as needed	Planning



### **7.1 Delays in Project Completion**

Completion of projects may depend on a number of different stakeholders such as MURD, Consultants, service providers and others should carry out their part timely to enable the completion of projects as scheduled and avoid under expenditures.

### **7.2 Unoptimized Revenue Collection**

Serious attention should be paid at diversification of Omaheke RC revenue streams and a proper billing system needs to be installed to optimize revenue collection.

### **7.3 Overspending on Subsistence and Travelling Allowance**

The Subsistence and Travelling (S&T) Allowance budget should be aligned to the revised rates so as not to hinder the implementation, monitoring and evaluation, and other contributing factors that leads to the non-completion of projects.

### **7.4 Unfilled Critical Positions**

The process of filling critical positions takes time due to the lengthy process of clearing position by the Office of the Prime Minister to be filled which results in some strategic implementation delays or non-implementation.

### **7.5 Lack of Office at a Strategic Place**

The absence of a dedicated office at Buitepos—an important economic hub situated on the border with Botswana—continues to impede the optimal collection of revenue and the promotion of economic growth. In addition, certain staff members, such as the accountant assigned to Buitepos, have been appointed but are operating from other locations, a situation that may give rise to jurisdictional disputes and potential legal challenges.

### **7.6 Delays in the Procurement Process**

The Chief Regional Officer must ensure that all procurement processes are executed in a timely and well-coordinated manner, from the preparation of bidding documents through to the awarding of contracts

## 8. CRITICAL SUCCESS FACTORS

### Critical Factors to enable Regional Council to implement SP

#### **1. Leadership and Management Support**

- The success of this SP depends on a collaborative working and Support environment by both technocrats and Politicians. This will promote a sense of ownership towards the development agenda of the region. It will further provide strategic and operational assistance to improve organizational performance and conflict resolution.

#### **2. Stakeholders Engagement**

- Collaborations and meaningful partnerships remain imperative in facilitating development that is equitable and meets expectations. This can be achieved through pragmatic stakeholders' engagements that hold accountable values of fairness and equity.

#### **3. Resource Management**

- Ensure managing our scarce resources through effective implementation of our Operational/Annual Plan by prioritizing the key strategic issues. Ensure that the activities undertaken are in line with the allocated resources. Promote high performance culture and accountability (PMS), recognize staff contribution and retention of staff members

#### **4. Effective Monitoring and Evaluation**

- The continuous tracking of the implementation of SP is vital to avoid deviation/challenges in order to ensure smooth implementation of programmes and delivery of services to the community.

#### **5. Adequate Organizational Structures**

- An adequate organizational structure that will cater functions that are being devolved to the RC. In promoting an environment where many more functions are added to RC should be created, there is a need for an adequate organizational structure that accommodates the operations of all delegated functions and ensures their services remain uninterrupted.

#### **6. Leveraging ICT to enhance service delivery**

- The use of technological advancements to fast track development and ensure programs reach the most vulnerable should be harnessed. Availability ICT infrastructures that enable constant communication with key stakeholders in remote areas of the Region is necessary.

#### **7. Compliance to legal instruments/Policies**

- Services will be provided as per the frameworks in order to ensure key activities as per SP are implemented fair and equitable. This will ensure the institution is compliant towards its mandate to be a catalyst for change.

## APPENDICES

### Appendix I: Stakeholders Analysis

Stakeholders	What do they need from us?	What do we need from them?	Strategies to be employed to meet stakeholders' expectations
<b>Line Ministries</b>	<ul style="list-style-type: none"> <li>✦ Participation</li> <li>✦ Quality and efficient services</li> <li>✦ Cooperation and commitment on service delivery</li> <li>✦ Infrastructure development</li> <li>✦ Effective governance</li> </ul>	<ul style="list-style-type: none"> <li>✦ Support and Participation</li> <li>✦ Cooperation and commitment</li> <li>✦ Quality services</li> <li>✦ Community needs and priorities</li> <li>✦ Coordination</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Improve collaboration, cooperation and coordination</li> <li><input type="checkbox"/> Improve service delivery</li> </ul>
<b>Ministry of Urban and Rural Development</b>	<ul style="list-style-type: none"> <li>✦ Regular reporting</li> <li>✦ Effective policy implementation</li> <li>✦ Effective programme implementation</li> </ul>	<ul style="list-style-type: none"> <li>✦ Timely budget transfer</li> <li>✦ Advocacy on priority areas</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Improve communication and coordination</li> <li><input type="checkbox"/> Ensure effective project management</li> </ul>
<b>National Planning Commission</b>	<ul style="list-style-type: none"> <li>✦ Input into development plans</li> <li>✦ Effective implementation of programmes</li> <li>✦ Reporting and feedback</li> </ul>	<ul style="list-style-type: none"> <li>✦ Consultation in development of plans</li> <li>✦ Monitoring and evaluation</li> <li>✦ Timely release of NDPs/MTEF</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Improve coordination</li> <li><input type="checkbox"/> Ensure effective project management</li> </ul>
<b>Local Authorities</b>	<ul style="list-style-type: none"> <li>✦ Cooperation and commitment</li> <li>✦ Quality and efficient services</li> <li>✦ Effective responsiveness</li> <li>✦ Advice on policy guidelines</li> <li>✦ Advice and technical assistance</li> <li>✦ Service provision at community level</li> </ul>	<ul style="list-style-type: none"> <li>✦ Cooperation</li> <li>✦ Information dissemination</li> <li>✦ 5% municipal contribution</li> <li>✦ Community mobilisation</li> <li>✦ Service improvement</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide technical support</li> <li><input type="checkbox"/> Improve collaboration and engagement</li> </ul>
<b>Traditional Authorities</b>	<ul style="list-style-type: none"> <li>✦ Involvement</li> <li>✦ Cooperation and commitment</li> <li>✦ Effective responsiveness</li> <li>✦ Information</li> <li>✦ Support</li> </ul>	<ul style="list-style-type: none"> <li>✦ Cooperation</li> <li>✦ Information dissemination</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Improve cooperation and coordination</li> </ul>

<b>Communities</b>	<ul style="list-style-type: none"> <li>✦ Housing and land delivery</li> <li>✦ Provision of municipal services (e.g. water, roads, sewer and refuse removal)</li> <li>✦ Efficient service delivery</li> <li>✦ Employment opportunities</li> <li>✦ Rural development projects</li> </ul>	<ul style="list-style-type: none"> <li>✦ Timely payment of municipal services</li> <li>✦ Community participation</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Improve service delivery</li> <li><input type="checkbox"/> Create employment opportunities</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Youth and women empowerment</li> <li>▪ Infrastructure development</li> <li>▪ Community engagement</li> <li>▪ Transparency</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attend Council meetings</li> </ul>	
<b>Businesses, Private Sector and Parastatals</b>	<ul style="list-style-type: none"> <li>▪ Land delivery</li> <li>▪ Provision of municipal services (e.g. water, roads, sewer and refuse removal)</li> <li>▪ Quality and efficient services</li> <li>▪ Infrastructure development</li> <li>▪ Payment for rendering services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Corporate social responsibility</li> <li>▪ Render quality services</li> <li>▪ Timely payment for services</li> <li>▪ Quality assurance</li> <li>▪ Funding and investments</li> <li>▪ Cooperation and coordination</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Enable a conducive environment</li> <li><input type="checkbox"/> Improve service delivery</li> </ul>
<b>Political Office-Bearers</b>	<ul style="list-style-type: none"> <li>▪ Effective responsiveness</li> <li>▪ Policy advice</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cooperation</li> <li>▪ Policy direction and political support</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Improve cooperation</li> </ul>
<b>Community based Organisations, Nongovernmental Organisations and Faith based Organisations</b>	<ul style="list-style-type: none"> <li>▪ Coordination and engagement</li> <li>▪ Financial support</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cooperation</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Enhance stakeholder engagement</li> </ul>

## Appendix II: SWOT Analysis

ANALYSIS AREA	NO	ISSUE SPECIFICATION AND DESCRIPTION	SIGNIFICANCE			IMPACT			PRIORITY (1-3)
			L	M	H	L	M	H	
Strengths	1.1	Effective and integrated financial systems (Pastel Evolution, VIP Payroll)			X			X	1
	1.2	Strong management support and commitment			X			X	1
	1.3	Availability of Engineers on the staff establishment		X			X		2

ANALYSIS AREA	NO	ISSUE SPECIFICATION AND DESCRIPTION	SIGNIFICANCE			IMPACT			PRIORITY (1-3)
			L	M	H	L	M	H	
Weaknesses	1.1	Poor revenue collection			X			X	1
	1.2	Insufficient and aging fleet (lack of transport)			X		X		2
	1.3	Low staff morale (lack of team spirit and team culture)			X			X	2
	1.4	Bureaucracy and imbalanced organisational structure (no Cleaners at Constituency Offices, gap between Senior and Control Administrative Officers, Accountants reporting to Control Administrative Officers)		X			X		3
	1.5	Limited serviced land			X			X	1
	1.6	Poor record keeping and filing system		X			X		2
	1.7	Lack of upgrading of settlements and growth points		X			X		2
	1.8	Inadequate staff accommodation	X			X			3
	1.9	Lack of coordination between regional office and Constituency and Settlement offices		X			X		3
	1.10	Inadequate organisational policies			X			X	1
	1.11	Functional procurement structure in place			X			X	1
	1.12	Poor implementation of GRN reform initiatives (PMS, CSC)			X			X	1
	1.13	Inadequate internal staff expertise		X			X		2
	1.14	Lack of operational Information Communication and Technology (ICT) Infrastructure			X	X			2

	1.15	Political interventions in administration	X			X			3
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ANALYSIS AREA	NO	ISSUE SPECIFICATION AND DESCRIPTION	SIGNIFICANCE			IMPACT			PRIORITY (1-3)
			L	M	H	L	M	H	
<b>Opportunities</b>	1.1	Trans Kalahari Highway and the One Stop Border Post			X	X			2
	1.2	Beef industry and production			X	X			2
	1.3	Foreign direct investments			X	X			2
	1.4	Peace and political stability	X			X			3
	1.5	Industrialisation			X	X			2
	1.6	Mining	X			X			3
	1.7	Green scheme			X		X		2
	1.8	Aquifer		X			X		2
	1.9	Renewable energy (solar)			X	X			2
	1.10	Virgin land			X			X	1
	1.11	Strong Political will			X			X	1
	1.12	Twinning Agreements			X			X	1
	1.13	Strong mandate			X			X	1
	1.14	Availability of Training Institutions		X		X			2
	1.15	Farm Kaukurus		X		X			2
	1.16	Strong political support		X				X	2
	1.17	Proactive stakeholders engagement			X			X	1

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ANALYSIS AREA	NO	ISSUE SPECIFICATION AND DESCRIPTION	SIGNIFICANCE			IMPACT			PRIORITY (1-3)
			L	M	H	L	M	H	
Threats	1.1	Climate change/Natural disaster e.g. drought, field fire, floods, disease outbreak			X	X			2
	1.2	Urbanization			X	X			2
	1.3	High unemployment			X	X			2
	1.4	Lack of skills		X		X			2
	1.5	Slow pace of decentralization-Devolution			X	X			2
	1.6	High crime rate (stock theft)			X	X			2
	1.7	Policy formulation		X				X	2
	1.8	Food insecurities (malnutrition)			X	X			2
	1.9	Corruption		X		X			2

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## Appendix III: PESTLEED Analysis

Sit. Dimension	Situation	Nature		Est. Level of Impact			Priority 1-3
		(-)	(+)	Low	Med	High	
<b>1. Political Factors</b>	1.1 National decentralization policy enhances regional authority		+			X	1
	1.2 Political instability may affect local security	-			X		2
<b>2. Economic Factors</b>	2.1 High national unemployment rate affecting local household incomes	-				X	1
	2.2 Government budget constraints limit regional development funds	-				X	1
	2.3 Potential for green economy and agribusiness development in Omaheke		+		X		2
<b>3. Social Factors</b>	3.1 High youth unemployment rate leading to rising social concerns	-				X	1
	3.2 Increasing civic engagement in local government planning		+		X		2
	3.3 Cultural diversity offers opportunities for tourism and unity		+		X		2
<b>4. Technology Factors</b>	4.1 Limited internet connectivity in rural areas	-				X	1
	4.2 Government ICT rollout plans offer digitization opportunities		+		X		2
	4.3 Inadequate technological capacity among local administrative staff	-			X		2
<b>5. Legal Factors</b>	<b>5.1 Land Use Planning:</b> Surveys & zoning must speak to contemporary planning taking cognizance of growth & equity needs.				X		2
	5.2 Fast-track implementation of frameworks to elevate the establishments of new settlements, Village Councils & Town Councils.					X	1

	<b>5.3 Transparency and Accountability:</b> Legal obligations under Access to information bill passed in 2024 require transparent decision-making processes, budgeting, and contracting to foster public trust and prevent corruption.				X		2
<b>6. Environmental Factors</b>	<b>6.1 Drought Conditions:</b> Persistent drought degrades ecosystems, reduces water availability, and increases bushfire risks in constituencies, necessitating adaptive environmental management.			X			3
	<b>6.2 Sustainability Goals:</b> The Council to expedite efforts to promote sustainable debushing & charcoal production.				X		2
	6.3 Waste Management and reuse removal					X	1
	6.4 Land Use Planning				X		2
<b>7. Ethical Factors</b>	<b>7.1 Equity in Resource Allocation:</b> Equitable distribution of water and reticulation services across urban, rural, and Indigenous communities in constituencies.					X	1
	<b>7.2 Transparency:</b> Ethical governance requires clear reporting on strategic plan progress and resource use to maintain public trust.					X	1
	<b>7.3 Transparency and Community Engagement:</b> Ethical consideration for Omaheke Regional Council to prioritize open decision-making and involve residents in policy development to reflect community needs. Lack of engagement risks distrust and exclusion.						X
<b>8. Demographic Factors</b>	<b>8.1 Population Trends:</b> Scattered population growth in some constituencies.			X			3

8.2 Facilitate entrepreneurial programs in place that addresses youth unemployment.

X

3

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## 9. CONCLUSION

The Omaheke Regional Council's Strategic Plan for 2025/26–2029/30 represents a bold and forward-looking commitment to transform the region into a hub of inclusivity, sustainability, and prosperity. Anchored in our mandate and guided by national frameworks such as Vision 2030, NDP6, the SWAPO Party Manifesto, and the Sustainable Development Goals, this plan provides a clear roadmap for operational excellence, infrastructure development, and socio-economic advancement.

Through the strategic pillars and objectives outlined, the Council has set measurable targets to address pressing challenges such as unemployment, poverty, inadequate infrastructure, and climate change, while leveraging opportunities in agriculture, renewable energy, and regional integration. The plan emphasizes transparency, innovation, and equity, ensuring that every initiative contributes to uplifting livelihoods and strengthening resilience across all constituencies and settlements.

Successful implementation of this plan requires collective ownership. The Council, government entities, traditional authorities, civil society, private sector, and the people of Omaheke must work hand in hand to translate strategies into tangible outcomes. Monitoring and evaluation mechanisms will ensure accountability, continuous learning, and adaptive management, enabling the Council to remain responsive to emerging needs and opportunities.

This Strategic Plan is not merely a document but a call to action. It is a shared vision for a prosperous Omaheke Region where unity, accountability, ethics, transparency, innovation, and equity guide every decision. Together, we can build a future that secures sustainable livelihoods, strengthens governance, and ensures that no inhabitant is left behind.

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