



OSHANA REGIONAL **STRATEGIC** PLAN

2025-2030



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FOREWORD

It is with great honor and pleasure to present the Strategic Plan 2025/26-2029/30 for Oshana Regional Council, a blueprint for our region's future and a testament to our commitment to the socio-economic development of our people. This Strategic Plan has been meticulously crafted in line with the Vision 2030, 6th National Development Plan (NDP6), Sustainable Development Goals (SDGs), National Development Plan 6 (NDP6) and the SWAPO Party Manifesto Implementation Plan (SMIP) and experience learnt from the just ended Strategic Plan (SP), ensuring that our regional priorities are harmonized with Vision 2030 for inclusive and sustainable growth.

The mandate of Oshana Regional Council is to plan, administer, and manage the socio-economic development of the region. This mandate is not just a formal obligation but a solemn duty to uplift the living standards of our people through effective governance, sound planning, and the efficient implementation of development programmes. Hence, this Strategic Plan serves as a practical guide for achieving our mandate with a focused approach that is both responsive and resilient.

The alignment of our Strategic Plan with NDP6, the SWAPO Party Manifesto Implementation Plan and other high-level framework is deliberate and strategic. NDP6 provides a comprehensive framework for Namibia's socio-economic advancement, with emphasis on industrialization, social transformation and sustainable development. The SWAPO Party Manifesto Implementation Plan, also calls for actionable commitments to improve service delivery, poverty reduction and promote equitable inclusive growth. By synchronizing our regional strategies with these national priorities, we are ensuring that Oshana Region plays its part in the broader national development agenda.

This Strategic Plan outlines key priority areas including infrastructure development, education, healthcare, agriculture and good governance. Each strategic pillar has been developed with measurable objectives and clear timelines to facilitate effective implementation and monitoring. Risk management and a robust monitoring and evaluation framework are also integrated into the Plan to ensure accountability and adaptability in the face of challenges and emerging issues. As we embark on the implementation of this Strategic Plan, I call upon all stakeholders; government departments, the private sector, civil society and our communities to join hands in this journey of transformation. The success of this Plan depends on our collective efforts, our shared commitment to the vision and our determination to overcome challenges together.

In conclusion, this Strategic Plan is a product of collective efforts, shared vision, and a commitment to advancing the well-being of the people of the Oshana Region. Let us move forward together with the same spirit of collaboration and determination, turning our shared vision into tangible realities.

Together, we can make this development journey vision a reality.



Hon. Alfeus Kaushiweni Abraham

Chairperson

Oshana Regional Council

ACKNOWLEDGEMENTS

The Oshana Regional Council Strategic Plan 2025/26 - 2029/30 embodies our collective vision and commitment to advancing the socio-economic development of the region. The successful development of this Plan would not have been possible without the valuable contributions and unwavering support of numerous stakeholders who dedicated their time, expertise, and insights throughout the process.

To the political leadership of the Oshana Region, Honorable Governor and Honorable Regional Councillors thank you for your visionary guidance and advocacy. Your leadership and passion for the development of our region have been a source of inspiration throughout this process.

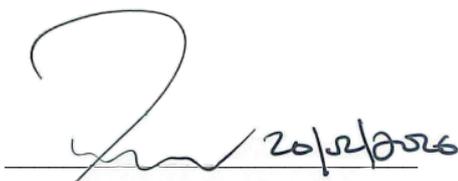
I am equally indebted to the Staff members of Oshana Regional Council. Your dedication, hard work, and attention to detail have been instrumental in ensuring that this document is both action- able and aligned with our regional and national priorities. We also would like to acknowledge the significant role played by the Line Ministries, particularly those that have delegated functions to the Regional Council. Your technical expertise, resources, and collaborative spirit have greatly enriched the planning process and have been pivotal in aligning our strategies with sector-specific priorities.

I am also profoundly grateful to the National Planning Commission, the Office of the Prime Minister, and the Office of the Secretary to Cabinet. Your guidance and advice provided a compass for aligning our Strategic Plan with the National Development Plan 6 (NDP6) and the SWAPO Manifesto Implementation Plan (2025-2030). The insights and frameworks you provided ensured that our strategies were both relevant and integrated into the broader national development agenda.

Our sincere appreciation goes to the Traditional Authorities for their wisdom and support in ensuring that our strategies resonate with the cultural values and traditions of our communities. Your engagement in this process was essential to fostering inclusivity and harmony in our approach.

I extend our heartfelt gratitude to the community members of the Oshana Region. Your participation, feedback, and perspectives at grassroot were instrumental in shaping a Plan that truly reflects the aspirations and needs of our people. Your voices served as the foundation upon which this Strategic Plan was built. Our appreciation is further extended to the various stakeholders, including civil society organizations, the private sector, and our development partners, whose input and expertise contributed to the comprehensiveness of this Plan. Your willingness to collaborate and share insights has been truly commendable.

In conclusion, I would like to express my gratitude to all those who contributed to the development of this Strategic Plan. Your insights, expertise and dedication have been invaluable. Let us move forward with determination and unity of purpose guided by this Plan and inspired by our shared vision of a prosperous and resilient Oshana Region.



Teopolina N.L Hamutumua

Chief Regional Officer

EXECUTIVE SUMMARY

The Oshana Regional Council is proud to present its Strategic Plan, a comprehensive roadmap designed to drive socio-economic development, enhance governance, and improve the quality of life for all inhabitants of the region. This Plan has been meticulously aligned with the Vision 2030, National Development Plan 6 (NDP6), SDGs and the SWAPO Party Manifesto Implementation Plan (2025-2030) (SMIP), ensuring that our regional priorities contribute effectively to the national development agenda.

Guided by our mandate to plan, administer, and manage the socio-economic development of the Oshana Region, this Strategic Plan is built upon four key strategic pillars: **Resilient, Inclusive and Sustainable Economic Growth; Human Development and Community Resilience; Empowered People and Resilient Communities; Effective Governance and Public Service Excellence.** These pillars reflect our commitment to a holistic approach to development that is inclusive, sustainable, and resilient.

The first pillar, Resilient, Inclusive and Sustainable Economic Growth, focuses on revitalising the regional economy in the aftermath of recent challenges. This includes strategies aimed at enhancing agricultural productivity, promoting local entrepreneurship, and attracting investment to key sectors such as manufacturing, tourism, and renewable energy. By leveraging our region's unique resources and capabilities, we aim to build a robust and diversified economy that can withstand external shocks and create sustainable employment opportunities.

The second pillar, Human Development and Community Resilience, underscores our commitment to improving access to quality education, healthcare, and social services. By investing in human capital development and strengthening social protection systems, we aspire to build resilient communities capable of thriving in a rapidly changing world. Special emphasis is placed on empowering youth and women through skills development programmes, thereby ensuring that all segments of society can contribute meaningfully to our region's progress.

Sustainable Growth and Resilient Environment the third pillar, is centred on promoting responsible use of natural resources, combating climate change, and preserving our environment for future generations. This involves adopting sustainable land management practices, enhancing water resource management, and integrating environmental considerations into all aspects of regional planning and development. By prioritising sustainability, we seek to balance economic growth with the imperative of environmental stewardship.

The fourth pillar, Effective Governance and Public Service Excellence is aimed at enhancing institutional capacity, transparency, and accountability within the Regional Council. This includes strengthening financial management systems, improving service delivery mechanisms, and fostering greater citizen participation in governance processes. By promoting good governance practices, we aim to build public trust and ensure that resources are utilised efficiently and equitably.

To operationalise these strategic pillars, this Plan outlines clear objectives, actionable strategies, and measurable outcomes. A robust monitoring and evaluation framework has been integrated to track progress, assess impact, and facilitate adaptive management in response to emerging challenges. Risk assessment mechanisms have also been incorporated to ensure that potential risks are proactively managed. The success of this Strategic Plan depends on the active involvement and collaboration of all stakeholders, including government ministries, the private sector, civil society, and our communities. Through a unified approach, we can realise our vision of becoming a leading region in the provision of socio-economic development and significantly improving the quality of life for all inhabitants.

In conclusion, this Strategic Plan represents a collective commitment to a sustainable, inclusive, and prosperous future for the Oshana Region. We call upon all stakeholders to join hands in this journey of transformation, guided by our shared vision and the strategic direction outlined in this document.

ABBREVIATIONS

AU	:	African Union
CACOC	:	Constituency Aids Coordinating Committee
CBOs	:	Community Based Organizations
CDC	:	Constituency Development Committee
CFS	:	Critical Success Factor (s)
DFA	:	Directorate of Finance and Administration
DDPME	:	Directorate of Development Planning, Monitoring and Evaluation
DAPPEE	:	Directorate of Agricultural Production, Extension and Engineering
EXCO	:	Executive Committee
HPP	:	Harambee Prosperity Plan
IRLUP	:	Integrated Regional Land Use Plan
LED	:	Local Economic Development
NDPs	:	National Development Plans
NGOs	:	Non-Governmental Organizations
OMAs	:	Office / Ministry / Agency
ONARC	:	Oshana Regional Council
OPM	:	Office of the Prime Minister
PDP	:	Personal Development Plan
PI	:	Performance Indicator
PMS	:	Performance Management System
PPP	:	Private Public Partnership
RACE	:	Regional Aids Coordinating Committee in Education
LMF	:	Logical Matrix Framework
RACOC	:	Regional AIDS Coordinating Committee
RC	:	Regional Council
RDCC	:	Regional Development Coordinating Committee
RLED	:	Regional Local Economic Development
SDGs	:	Sustainable Development Goals
SDC	:	Settlement Development Committee
SFA	:	Strategic Focus Area
SMIP	:	SWAPO Manifesto Implementation Plan
SWOT	:	Strength / Weakness / Opportunities / Threats
SWAPO	:	South West Africa People's Organization
V2030	:	Vision 2030

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.

1. Introduction

1.1. Introduction and Background

The Oshana Regional Council is entrusted with the mandate to plan, administer, and manage the socio-economic development of the region, a responsibility that demands foresight, effective governance, and a commitment to sustainable progress. In pursuit of this mandate, the Council has developed this Strategic Plan as a guiding document to direct its efforts over the coming years. This Plan has been meticulously aligned with the National Development Plan 6 (NDP6) and the SWAPO Manifesto Implementation Plan (2025-2030) (SMIP) to ensure that our regional priorities harmonize with national development goals.

Oshana Region, with its rich cultural heritage and strategic geographical position, holds immense potential for growth and development. However, like many other regions, it faces a myriad of challenges ranging from economic vulnerabilities and environmental threats to infrastructure deficits and social inequalities. The impacts of recent global and national disruptions have underscored the need for a resilient and adaptable strategy that can withstand external shocks while continuing to advance our developmental agenda.

Guided by our vision to be a leading region in the provision of socio-economic development and improved quality of life for all inhabitants, and our mission to govern, plan, and coordinate development programmes sustainably, this Strategic Plan seeks to address these challenges comprehensively. It outlines a clear path forward, built upon four strategic pillars: **Resilient, Inclusive and Sustainable Economic Growth; Human Development and Community Resilience; Sustainable Growth and Resilient Environment; and Effective Governance and Public Service Excellence**

The development of this Strategic Plan was a consultative and inclusive process, engaging a broad spectrum of stakeholders, including community members, Traditional Authorities, Line Ministries, and the political leadership of the region. The insights and inputs from these consultations have been invaluable in shaping a Plan that is both reflective of local realities and responsive to national priorities.

This Strategic Plan not only seeks to address the immediate needs of the Oshana Region but also aims to lay a solid foundation for long-term socio-economic transformation. By prioritizing sustainability, inclusivity, and resilience, we aspire to build a region that thrives in harmony with its environment, offers equitable opportunities to all its inhabitants, and contributes meaningfully to the national development agenda.

In this context, the Strategic Plan serves as a blueprint for our collective efforts, setting clear priorities, objectives, and performance indicators to guide the region's development journey. It is a call to action for all stakeholders to unite in the pursuit of a common vision of prosperity, equity, and sustainability for the Oshana Region.

1.2 Purpose of the Strategic Plan

The primary purpose of this Strategic Plan is to provide a clear and actionable roadmap for the socio-economic development of the Oshana Region, aligned with the National Development Plan 6 (NDP6) and the SWAPO Manifesto Implementation Plan (2025-2030) (SMIP). This Plan seeks to translate the region's vision, mission, and mandate into tangible actions that address both current challenges and future opportunities.

At its core, the Strategic Plan aims to foster a structured approach to development planning and resource allocation, ensuring that the initiatives undertaken by the Oshana Regional Council are both strategic and sustainable. By articulating clear priorities and performance indicators, this Plan provides a framework for decision-making, enabling the Council to focus its resources and efforts on areas of greatest impact.

Another key purpose of the Strategic Plan is to enhance accountability and transparency in governance. The inclusion of a robust monitoring and evaluation framework ensures that progress can be systematically tracked, outcomes measured, and adjustments made where necessary to stay on course. This framework not only supports accountability to stakeholders but also fosters a culture of continuous learning and improvement within the Council.

The Strategic Plan also serves to unify and mobilize stakeholders around a shared vision for the Oshana Region. By engaging community members, Traditional Authorities, Line Ministries, Political Leaders, and other partners in the planning process, the Plan promotes a sense of ownership and collective responsibility for its implementation.

In essence, this Strategic Plan is a tool for sustainable development, aimed at achieving a balanced integration of economic, social, and environmental goals. It is a declaration of the Oshana Regional Council's commitment to govern with integrity, to plan with foresight, and to implement with efficiency for the betterment of all inhabitants of the region.

Through this Strategic Plan, we affirm our resolve to build a resilient, inclusive, and prosperous Oshana Region that leaves no one behind.

1.3 Major Achievements

The overall performance of the **Strategic Plan** has demonstrated commendable progress across multiple areas, with significant achievements in infrastructure development, socio-economic growth, health promotion, disaster management, stakeholder engagement, institutional performance, and regulatory compliance. Over the two-year period, various key targets were either met or exceeded, reflecting the Council's commitment to sustainable development and service delivery. Despite some challenges related to funding constraints, stakeholder coordination, and unforeseen delays, the implemented initiatives have had a tangible impact on improving livelihoods, strengthening economic resilience, and fostering institutional efficiency. Addressing outstanding issues will ensure continued success and further enhance the quality-of-service provision to the community.

Under the strategic objective **Enhancement of Infrastructure Development**, the construction of two municipal service infrastructures in settlement areas was successfully completed, directly improving service delivery. Additionally, the development of 17 community infrastructure projects contributed to better public amenities, enhancing social welfare. The construction of 11 new water infrastructure facilities, including water harvesting systems and pipelines, significantly improved access to clean water in rural areas, directly benefiting households and agricultural activities. These efforts have strengthened essential services, improved community well-being, and enhanced the overall quality of life in the region.

Under the objective of **Strengthening Socio-Economic Development**, the Council provided financial and technical support to 22 projects, fostering local enterprise development and job creation. Initiatives such as community halls, water pipelines, street markets, and animal husbandry projects contributed to economic growth and self-sustainability. Furthermore, seven socio-economic promotion initiatives, including investment conferences and statistical forums, facilitated market access and business expansion. Despite some conflicts among beneficiaries and budget constraints, these efforts have strengthened economic resilience, empowered entrepreneurs, and created opportunities for sustainable livelihoods. The implementation of six food security initiatives exceeded the set target, helping communities improve agricultural productivity, although drought conditions posed challenges in most areas.

The **Promotion of Health and Reduction of Communicable and Non-Communicable Diseases** was prioritized through extensive sanitation improvements and public health awareness campaigns. The Council successfully constructed 386 sanitation facilities, surpassing the two-year target of 270, and directly enhancing hygiene and sanitation in rural areas. In addition, 16 awareness campaigns on lifestyle diseases were carried out, educating communities on preventive health measures. These achievements have significantly contributed to reducing health risks, improving public sanitation, and fostering greater awareness of disease prevention. Challenges such as delays in casual labor recruitment and transport issues were addressed to ensure timely implementation.

In an effort to **Strengthen an Integrated and Coordinated Disaster Management Approach**, the Council implemented six disaster risk management initiatives. This included the development and review of contingency plans for fire, drought, and floods, enhancing preparedness and response mechanisms. These efforts have improved disaster resilience and readiness within communities, ensuring swift action in times of emergency. The successful execution of these initiatives reflects the effectiveness of the Council's disaster management strategies, which will continue to be refined for greater impact.

The **Strengthening of Stakeholders' Engagement and Communication** was a critical component of the strategic

plan, leading to improved customer satisfaction rates. The satisfaction index increased from a baseline of 53% to 74% by the end of the term, demonstrating enhanced service delivery and responsiveness to community needs. The Council also achieved 76.2% of its overall strategic execution target, with notable progress in institutional performance and governance. Additionally, eight capacity development interventions were implemented, exceeding the initial target of five, and directly contributing to improved budget provision and institutional capacity building. These initiatives have strengthened stakeholder relationships, improved service efficiency, and enhanced public trust in regional governance.

The **Assurance of an Enabling Environment and Higher Performance Culture** was supported by the successful implementation of procurement and financial management initiatives. The Council achieved a 93.5% implementation rate of the Annual Procurement Plan, demonstrating strong adherence to procurement planning and execution. ICT access also improved significantly, reaching 91% in 2024/25, addressing gaps in digital connectivity and enhancing service delivery. Budget execution reached an overall performance rate of 88.5%, ensuring better resource allocation and financial sustainability. Despite minor delays in implementation by various units, these achievements reflect notable progress in institutional efficiency and governance.

Finally, **Ensuring Regulatory Framework Compliance** was a major success, with 92.8% compliance achieved under the Affirmative Action Plan, earning the Council an ‘A’ certification. Additionally, 90% of the Auditor General’s recommendations were implemented, strengthening financial oversight and governance. The implementation of internal audit recommendations reached 86.5%, demonstrating a strong commitment to accountability. The Council also achieved a 92.3% implementation rate of the National Anti-Corruption Strategy and Action Plan (NACSAP), reinforcing anti-corruption measures and ethical governance practices. While initial training on online declarations of interest faced some challenges, a refresher training was conducted, and full implementation is expected in the next financial year.

These compliance efforts have enhanced transparency, strengthened institutional credibility, and ensured adherence to regulatory frameworks. Overall, the strategic plan has delivered meaningful impact across various focus areas, contributing to improved service delivery, enhanced economic resilience, strengthened governance, and increased public confidence in local administration. While some challenges remain, the Council’s commitment to continuous improvement, proactive planning, and stakeholder engagement will drive further progress in the years to come.

1.4 The Linkage to High Level Initiatives

The Strategic Plan of the Oshana Regional Council has been deliberately aligned with a range of high-level national, regional, and international initiatives to ensure that our development efforts contribute meaningfully to broader socio-economic goals. This alignment is both strategic and imperative, as it positions the Oshana Region to effectively leverage national and international frameworks for sustainable development.

At the national level, the Strategic Plan is closely linked to Vision 2030, which serves as the country’s long-term development blueprint. Vision 2030 aspires to transform Namibia into an industrialised, equitable, and prosperous nation by 2030. In support of this vision, the Oshana Regional Council’s Strategic Plan prioritises socio-economic development, equitable service delivery, and sustainable resource management. By focusing on these areas, the Plan seeks to directly contribute to the realisation of Vision 2030’s goals.

Equally important is the alignment with the National Development Plan 6 (NDP6), which outlines medium-term objectives to accelerate economic growth, reduce inequality, and promote sustainable development. Our Strategic Plan draws extensively from NDP6, particularly in areas such as economic diversification, infrastructure development, human capital investment, and environmental sustainability. This ensures that our regional priorities are harmonised with national objectives, fostering coherence and synergy in development planning and implementation.

On the global front, the Strategic Plan is guided by the Sustainable Development Goals (SDGs), particularly those focused on poverty eradication, quality education, clean water and sanitation, affordable and clean energy, and climate action. By integrating the SDGs into our planning framework, the Oshana Regional Council is affirming its commitment to global development standards and ensuring that local actions contribute to achieving these universal goals by 2030.

At the continental level, the Strategic Plan supports the aspirations of African Union (AU) Agenda 2063, which envisions an integrated, prosperous, and peaceful Africa driven by its own citizens. By prioritising infrastructure development,

good governance, and human capital enhancement, the Plan aligns with key goals of Agenda 2063, particularly those related to inclusive growth and sustainable development.

The Strategic Plan also reflects the priorities of the SWAPO Manifesto Implementation Plan (2025-2030) (SMIP), which emphasises inclusive economic growth, poverty reduction, and improved service delivery. The Plan’s focus on economic recovery, human development, and effective governance is directly aligned with the commitments outlined in the SMIP (2025-2030). This alignment not only ensures policy coherence but also enhances the ability of the Council to mobilise resources and political support for its initiatives.

In addition, the Strategic Plan embraces the principles of the Decentralisation Policy, which aims to bring services closer to the people, enhance local governance, and promote regional development. By incorporating decentralised planning and decision-making processes, the Plan empowers local authorities and communities, fostering a participatory approach to development that resonates with the objectives of the Decentralisation Policy.

In essence, this Strategic Plan serves as a bridge between local priorities and broader national, regional, and international agendas. The alignment with these high-level initiatives ensures that the Oshana Region is not only advancing its own development objectives but also contributing to national and continental aspirations for sustainable and inclusive growth. This integrated approach positions the Oshana Regional Council as a proactive and accountable institution, committed to a shared vision of progress and prosperity for all.

HIGH LEVEL STATEMENTS

2.1 THE MANDATE

The mandate of Oshana Regional Council is to plan, administer and manage the socio-economic development of the region.

2.2 THE VISION

A Leading region in the provision of socio-economic development and improved quality of life for inhabitants.

2.3 THE MISSION

To strengthen the effective governance, integrated planning and coordinate the implementation of socio-economic development programmes for sustainable development and improvement of the living standards of the inhabitants.

2.4 CORE VALUES

Table 1 Core Values

CORE VALUE	DEFINITION
Integrity	We commit to operate under the auspice of integrity, behave ethically and do the right thing, even behind closed doors.
Transparency:	We are open to public scrutiny in all our dealings.
Inclusiveness:	We ensure that our actions include all groups of people and treat them fairly and equitably.
Accountability:	We are answerable to the people we serve.
Innovation:	We strive to be creative thinkers that bring about innovative solutions toward serving our clients better.
Responsiveness:	We act promptly and effectively to our community needs. We aspire to be an institution that responds to our clients and stakeholders within a reasonable time frame.

3. ENVIROMENTAL SCANNING

3.1 INTERNAL STRUCTURES

3.1.1 SWOT Analysis

Table 3 SWOT Analysis

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> • Qualified, dedicated & competent staffs • Strong Leadership and Management Capacity • Innovation Committee in Place • Strong organizational culture • Strong team work • Good integration of the delegated functions • Good working relationship between political leaders and administrators. • Good Communication • Organizational Structure in place • Two-way communication strategy • Communication Strategy Framework in place • Filing Management System is (EDRMS) institutionalized • High Performance culture • Meeting standards in terms of infrastructure and services • Survey tool in place • Suggestion box in place • One Settlement Area • Rental Properties • Filing Management System (EDRMS) institutionalized. 	<ul style="list-style-type: none"> • Limited specialized technical skills • Qualified audit opinion • Lack of Supportive regulations e.g. Staff Rules for Regional Council. • Lack of customer care skills • Lack of clearly defined Roles • Non-Consideration of PDPs • Lack of clear separation of power in certain areas. • Limited delegation of power • Leakage of confidential information • Inadequate funds • High staff mobility • No Staff retention policy • Partial Implementation of Management Information System • Infrastructure unreadiness • Resistance to change • Lack of mechanism to enforce revenue collection at Settlement Area • Partial implementation of Management Information System. • Infrastructure unreadiness

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Political Stability • Political will • Good governance • Investment opportunities • High skilled labor • Potential growth in agricultural sector • Reliable infrastructure e.g. ICT, roads buildings etc. • Emerging Economy E.g. Renewable energy, Tourism (Okaukuejo, Salt Pan and Iipumbu yatshilongo Con- servancy) and Solar energy • Sociocultural diversity • Social safety net (i.e. Social grants) • Technological and Digital Literacy Centers • Agricultural Technological innovations • Vast virgin land • Water harvesting possibilities • Good policies on environmental management • Good Legislation • Legal Framework in place • Participatory democracy 	<ul style="list-style-type: none"> • Dynamic Political Land Scape • Influence by other arms of government • Volatile economy • Monopoly • Low economic growth • High cost of living • Budget constraints • High unemployment • High income inequality • Rise of global commodity prices • Climate Change • Economy recession • Gender based violence • Poor standard of living • Cross boarder migration and refugees influx • High crime rate • High prevalence of diseases and pandemic • Rural-urban migration • Alcohol and Drugs abuse • Gender inequality • High level of cyber crime • Theft • Budget Constraints • Shortage of skilled personnels • Replacement of human capital due to techno- logical advancement • Natural disaster such as flood, fire and drought • Increased destruction of the ecosystem • Climate Changes • Illegal sand mining and fencing • Deforestation and Overgrazing • Conflicting laws • Unresponsive legislations • Compliance gap • Policies enforcement by external stakeholders

3.2 EXTERNAL STRUCTURE

3.2.1 PESTEL

Table 3: Pestel

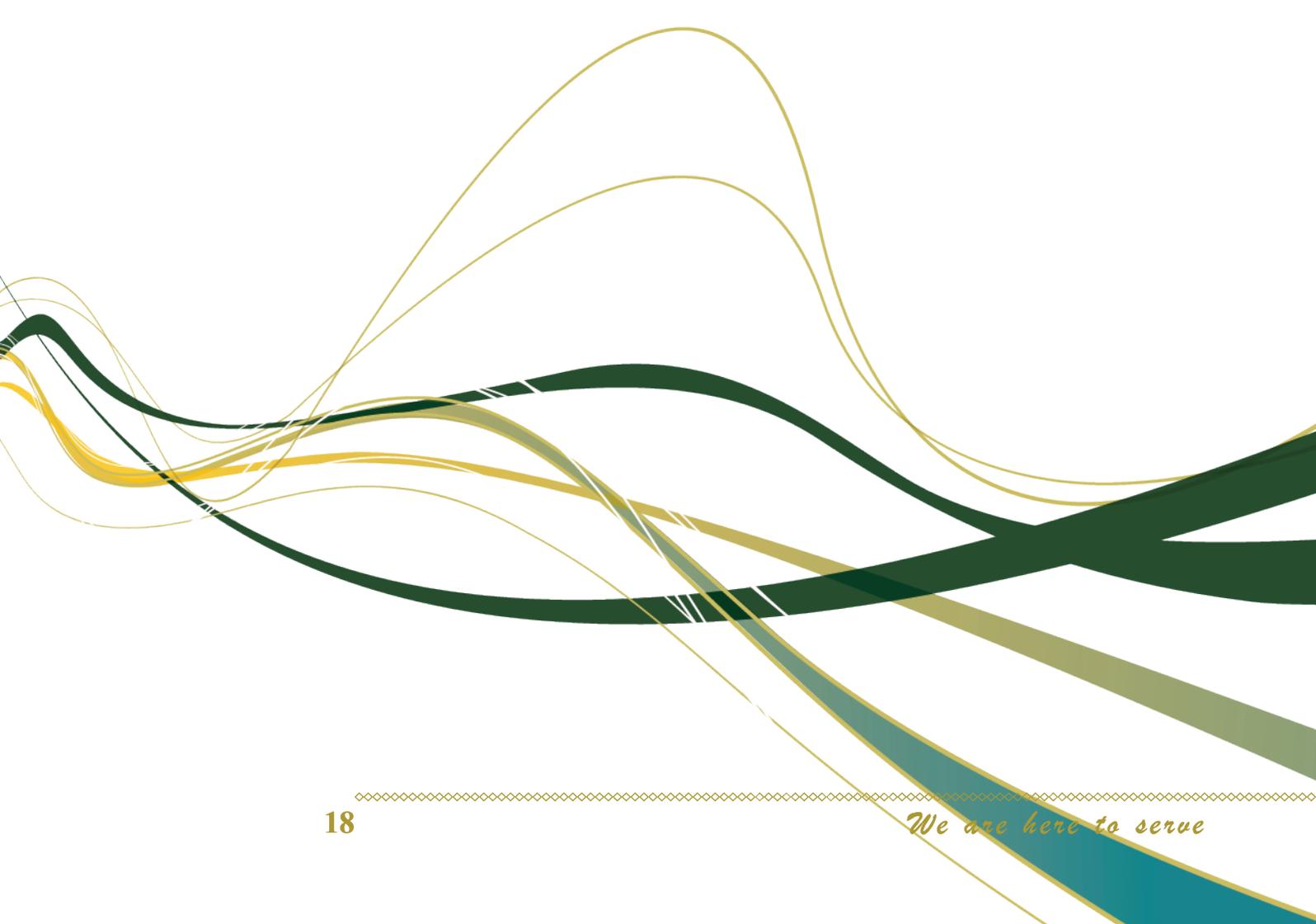
FACTORS	CHALLENGES	OPPORTUNITIES
POLITICAL	<ul style="list-style-type: none"> • Changing political priorities • regulatory compliance burdens • Influence by arms of government 	<ul style="list-style-type: none"> • Political Stability and Political Will
ECONOMIC	<ul style="list-style-type: none"> • Budget shortfalls • high unemployment • economic volatility 	<ul style="list-style-type: none"> • PPPs • Investment in renewables and tourism • Local economic development
SOCIAL	<ul style="list-style-type: none"> • Crime • Health issues • Social Ills e.g. crime, drug abuse, GBV • rural-urban migration and cross border migration • Skills gaps • Infrastructure deficits particularly in rural areas 	<ul style="list-style-type: none"> • Community engagement • Youth and gender empowerment • Social safety nets
TECHNOLOGICAL	<ul style="list-style-type: none"> • Cyber crime • Limited funding for technological innovation 	<ul style="list-style-type: none"> • Digital transformation • Data-driven decision-making • Technological innovation opportunities
LEGAL	<ul style="list-style-type: none"> • Non-compliance • Conflicting laws • Enforcement challenges 	<ul style="list-style-type: none"> • Strong legal Framework • Training and capacity building
ENVIRONMENTAL	<ul style="list-style-type: none"> • Climate change • Natural disasters (floods, fire, drought) • Illegal resource extraction (sand mining, poaching) • Illegal fencing • Deforestation and overgrazing 	<ul style="list-style-type: none"> • Sustainable practices • Disaster resilience • Green energy initiatives • Water harvesting

4. STRATEGIC PILLARS, ISSUES AND OBJECTIVES

Table 4 Strategic Pillars, Issues and Objectives

DESIRED OUTCOME	NDP6/ INSTITUTIONAL PILARS	PILLAR DEFINATION	ISSUES	OBJECTIVES
DO:1 By 2031, Namibia will have a robust co-network of national economy infrastructure that meets the needs of households and industries.	NDP6 Pillar: Economic Recovery, Transformation and Resilience Institutional Pillar: Resilient, Inclusive and Sustainable Economic Growth.	Drive broad-based economic progress by creating jobs, supporting entrepreneurship, and building a diversified economy that is inclusive and withstands external shocks.	Insufficient and aged Infrastructure development	Enhance infrastructure development.
DO:2 By 2031, Namibia improved access to full productive employment and decent work for all			High Unemployment	Develop employment interventions program.
DO:3 By 2031, the share of the informal economy to GDP has increased from 25%			Limited Integration of Informal Economy.	Promote opportunities toward informal economy.
DO2: By 2031 Namibia has improved gender status index from 0.81 in 2022/23 to 0.85 in 2030/31.	NDP6 Pillar: Human Development and Community Resilience. Institutional Pillar: Empowered People and Resilient Communities	Enhance wellbeing through improved health, education, skills, and social support, enabling communities to thrive and adapt to challenges.	Gender disparities and inadequate social protection. Insufficient Educational Infrastructure Deficits.	Strengthen empowerment for men, women, boys and girls; children protection and expand social safety net.
DO:3 By 2031 Youth unemployment has reduced from 46.1% to 40.1%			Inadequate Youth Development and empowerment Initiatives	Develop youth focused programs.
By 2031, the production of agriculture foods (cereal, horticulture, meat) for local consumption has increased on aggregate from 40% to 69% and the food insecure people has reduced from 56% in 2024 to 30% in 2031			Food and Nutrition Insecurity	Improve agricultural productivity to reduce food insecurity.

DESIRED OUTCOME	NDP6/ INSTITUTIONAL PILARS	PILLAR DEFINATION	ISSUES	OBJECTIVES
DO:3 By 2031, Namibia will achieve a fully integrated disaster risk management framework that ensures inter-institutional coordination, enhances the resilience of high-risk communities through targeted interventions, and provides real-time, accessible disaster data system updated, with progress assessed annually	<p>NDP6 Pillar: Sustainable Development and Environmental Sustainability</p> <p>Institutional Pillar: Sustainable Growth and Resilient Environment</p>	<ul style="list-style-type: none"> Promote economic progress while protecting natural resources, strengthening climate resilience, and ensuring environmental sustainability for future generations. 	<ul style="list-style-type: none"> Lack of proper communal land administration. Slow paced urbanisation. Disaster coordination and resource challenges. 	<ul style="list-style-type: none"> Ensure sustainable utilization of communal land resource. Accelerate the formalization of Growth points into settlement. Strengthen an integrated and coordinated disaster risk management approaches.



5. STRATEGIC FRAMEWORK

Table 5 Strategic Framework

Desired outcome	Strategic theme / Pillar	Strategic Objective	KPI	KPI Definition	KPI Type	Baseline	Target					Program	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unity
							Y 1	Y 2	Y 3	Y 4	Y 5					
By 2031, Namibia will have a robust co-network of national economy infrastructure that meets the needs of households and industries.	1. Resilient, Inclusive and Sustainable Economic Growth	SO.1 Enhance Infrastructure Development	# of Water Infrastructure developed in rural areas	Water infrastructure constructed in rural areas (53 water pipes, 2 x booster pumps).	Absolute		11	11	11	11	11	Infrastructure Development	Water Infrastructure		16000	Rural Water Supply and Sanitation Coordination
			# of Education infrastructure constructed	education infrastructure constructed (89 classrooms, 7 ablution facilities (ABL 2), 5 laboratories, 4 libraries).	Absolute	21	21	21	21	21	21		Construction of Education Facilities		33900	Education
			# of Electricity Infrastructure established	Electricity infrastructure initiated in rural areas (30 transformers and power lines).	Absolute	6	6	6	6	6	6	Rural Electrification	Growth Points and Rural Localities Electrification		16000	Technical Services
			# of Water Harvesting Facilities Constructed	Water harvesting facilities (55 Earth dams) constructed.	Absolute	11	11	11	11	11	11	11	Infrastructure Development	Construction and Rehabilitation of Earth dams		96000

Desired outcome	Strategic theme / Pillar	Strategic Objective	KPI	KPI Definition	KPI Type	Baseline	Target					Program	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unity
							Y 1	Y 2	Y 3	Y 4	Y 5					
			# of Employment created.	Employment created through construction of rural toilets, Water crossing points, crop cultivation and minor renovations.	Absolute [+]		10	10	10	10	10	10	0	0	0	Rural Services & Technical Services
By 2031, the share of the informal economy to GDP has increased from 25%		SO.3 Promote opportunities towards economy.	# of Internal policy developed to promote opportunities towards informal economy	Regulations adopted to promote opportunities towards informal economy	Absolute	1										Administration
			# of contracts awarded to MSME	Contracts awarded through Regional Procurement Preference	Absolute		30	30	30	30	30	30				Administration
By 2031 Namibia has improved gender status index from 0.81 in 2022/23 to 0.85 in 2030/31	2. Empowered People and Resilient Communities	SO4: Strengthen empowerment for men, women, boys and girls; children	# of Gender Based Violence interventions conducted.	Campaigns on how to prevent Gender based, violence against children, and trafficking in Persons	Absolute	3	3	3	3	3	3	3				Division Gender and Child welfare

Desired outcome	Strategic theme / Pillar	Strategic Objective	KPI	KPI Definition	KPI Type	Baseline	Target					Program	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unity
							Y 1	Y 2	Y 3	Y 4	Y 5					
By 2031 Namibia has improved gender status index from 0.81 in 2022/23 to 0.85 in 2030/31.			# of Beneficiaries supported to engage in economic activities	A count of men and women IGA beneficiaries supported to engage in economic activities, as well women supported with entrepreneurs hip packages: micro entrepreneurs trained in SIYB packages, development and registration of women intellectual property (IP), women participating in economic activities registered in businesses industry and women benefiting from credit facilities.	Absolute		4	5	6	7	8	Community Economic Advancement	Income Generating Activities (IGAs)			

Desired outcome	Strategic theme / Pillar	Strategic Objective	KPI	KPI Definition	KPI Type	Baseline	Target					Program	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unity
							Y 1	Y 2	Y 3	Y 4	Y 5					
By 2031 Namibia has improved care and protection of children's well-being with the minimum package of care from 0.58 in 2023/24 to 0.63 in 2030/31.			% of Violence against Children cases attended to	This indicator measures the proportion of cases attended to, against the number of cases formally reports. The cases of violence against children (VAC) i.e. physical, sexual, emotional, or psychological violence, neglect, or exploitation i.e. OCSEA, child marriage, trafficking in persons.	Absolute [±]		95	95	95	95	95	Child Care and Protection	Violence Against Children			
							1	1	1	1	1					
By 2031 Youth unemployment has reduced from 46.1% to 40.1%		SO.5 Develop Youth focused Programs	# Open Market facilities established	Establishment of Open Market Facilities in Ekeke Settlement Area	Absolute		1					Formalization of Informal Businesses	Development of Open Markets Facilities	4000	Regional Planning	
							1	1	1							
			# MSME Incubation Centres supported	Financially and technically support to MSME Incubation Centres	Absolute		1					MSME Business Incubation Centres Support	1000	Regional Planning		

Desired outcome	Strategic theme / Pillar	Strategic Objective	KPI	KPI Definition	KPI Type	Baseline	Target					Program	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unity
							Y 1	Y 2	Y 3	Y 4	Y 5					
By 2031, the production of agriculture foods (cereal, horticultural e, meat) for local consumption has increased on aggregate from 40% to 69% and the food insecure people has reduced from 56% in 2024 to 30% in 2031		SO.6 Improve agricultural productivity to reduce food insecurity.	# of Agricultural Projects undertaken (supported)	A total number of agricultural projects undertaken (supported) in constituencies	Absolute		33	33	33	33	33	Harambee Comprehensively Coordinated & integrated Agricultural Development Programme (HACCIAD EP)	Agricultural Value Chain Development Project			DAPPES
			# of Crop fields cultivated	A total number of crop fields cultivated.	Absolute [+]	4	4	4	4	4	4	4	Food Security	Regional Specification Action Plan/Food Security	900	
By 2031, Namibia will achieve a fully integrated disaster risk management	3. Sustainable Growth and Resilient Environment	SO. 7 Ensure sustainable utilization of communal land resource.	% Progress in implementation of IRLUP	Percentage of support towards the implementation of Oshana IRLUP .	Absolute [+]		25	50	75	90	100	Integrated Regional Land Use Plan (IRLUP)	Implementation of Integrated Regional Land Use Plan (IRLUP)			Division Lands

Desired outcome	Strategic theme / Pillar	Strategic Objective	KPI	KPI Definition	KPI Type	Baseline	Target					Program	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unity
							Y 1	Y 2	Y 3	Y 4	Y 5					
By 2030, Namibia has improved service delivery from 54% to 80%, to the satisfaction of citizens		SO. 11 Ensure an enabling environment and high-performance culture.	% Compliance with regulatory frameworks	Extent to which Affirmative Action is implemented, Auditor General Recommendations, Internal Audit Committee, National Anti-Corruption Strategy Action Plan, Level of compliance to Customer Service Charter, Annual Procurement Plan Implemented	Absolute [+]		95	96	97	98	98	Compliance with Regulatory Framework	Compliance with Regulatory Framework	60		Administration, HR, Finance & Internal Audit
							Y 1	Y 2	Y 3	Y 4	Y 5					
				Number of Capacity Development Interventions undertaken.	Absolute		2	2	2	2	2	Human Resource Management	Human Resources Development	2400		HR
Total Budget ('000):																
													11,940	180,700		

6. RISK ASSESSMENT

6. RISK ASSESSMENT

NO.	LINKAGE TO STRATEGIC OBJECTIVES	RISK	RISK DEFINITION	LIKELIHOOD	SEVERITY	RISK (INTERNAL/EXTERNAL)	MITIGATION STRATEGY	RESPONSIBLE UNIT
1	Ensure regulatory Framework compliance.	Non-compliance with laws/policies	Litigation, inconsistency in operations.	4	High	Internal	<ul style="list-style-type: none"> Establish a compliance register Regular audits 	CRO / Internal Audit
2	Improve resource mobilisation and financial management.	Budget shortfalls (revenue less than needs)	Poor plan implementation, political risks due to unfulfilled promises.	4	Moderate	Internal	<ul style="list-style-type: none"> Prioritize needs Diversify revenue streams Enforce collection policies. 	Finance
3	Ensure regulatory Framework compliance.	No compliance registers for reports	Legal liabilities, undocumented records.	5	Moderate	Internal	<ul style="list-style-type: none"> Develop a compliance register Assign accountability. 	Finance
4	Improve resource mobilisation and financial management.	Late transfer of funds	Project delays, low budget execution.	3	High	Internal	<ul style="list-style-type: none"> Timely project plans Use monitoring tools. 	Finance / ALL
5	Ensure an Enable high-performance culture	Staff not sensitized on Strategic Plan	Non-alignment of operations with strategic objectives due to lack of awareness.	5	High	Internal	<ul style="list-style-type: none"> Conduct mandatory training Involve staff in strategic planning. 	HR /PRO/ ALL
6	Ensure an Enable high-performance culture	No delegation of powers policy	Bureaucracy, non-procedural activities.	3	Moderate	Internal	<ul style="list-style-type: none"> Develop and implement delegation of powers policy 	CRO/ALL

NO.	LINKAGE TO STRATEGIC OBJECTIVES	RISK	RISK DEFINITION	LIKELIHOOD	SEVERITY	RISK (INTERNAL/EXTERNAL)	MITIGATION STRATEGY	RESPONSIBLE UNIT
7	Ensure an Enable high-performance culture	Staff untrained on new laws/regulations	Outdated practices, legal risks.	3	High	Internal	<ul style="list-style-type: none"> Regular training sessions Updates on legislative changes. 	HR
8	Ensure an Enable high-performance culture	Poor understanding of Performance Management System (PMS)	Ineffective service delivery.	3	Moderate	Internal	<ul style="list-style-type: none"> Link PMS to rewards Allocate budget for skill gaps. 	HR
9	Ensure regulatory Framework compliance.	Public excluded from Council meetings	Non-compliance, lack of community awareness.	5	High	External	<ul style="list-style-type: none"> Publicize meetings Create awareness campaigns. 	Public Relations / Council
10	Ensure regulatory Framework compliance.	Unrecorded short leaves during work hours	Accountability gaps, unattended work.	4	High	Internal	<ul style="list-style-type: none"> Enforce strict leave reporting procedures. 	HR

7. CRITICAL SUCCESS FACTORS

Table 7: Critical Success Factors

CRITICAL SUCCESS FACTORS	FACTORS
1. Accountability mechanisms to ensure adherence to the strategy.	<ul style="list-style-type: none"> • Commitment from senior leadership to drive the strategy forward. • Clear roles and responsibilities for implementing the plan. • Accountability mechanisms to ensure adherence to the strategy.
2. Stakeholder Engagement and Participation	<ul style="list-style-type: none"> • Active involvement of councillors, staff, and external stake-holders (e.g., communities, development partners, businesses). • Continuous consultation and feedback mechanisms. • Transparency in decision-making and communication.
3. Adequate Resource Allocation	<ul style="list-style-type: none"> • Sufficient financial, human, and technological resources. • Effective budgeting and prioritization of strategic initiatives. • Capacity-building initiatives to enhance skills and competencies.
4. Effective Monitoring and Evaluation (M&E) Framework	<ul style="list-style-type: none"> • Clear Key Performance Indicators (KPIs) and measurable targets. • Regular progress reviews and reporting mechanisms. • Adaptive strategies to address challenges and improve execution
5. Policy and Legal Framework Alignment	<ul style="list-style-type: none"> • Alignment with national development goals and legislative requirements. • Compliance with governance frameworks and regulations. • Advocacy for supportive policies.
6. Communication and Change Management	<ul style="list-style-type: none"> • Well-structured internal and external communication strategies. • Awareness campaigns to create buy-in among staff and stakeholders. • Develop change management program to address resistance to change through training and engagement.
7. Technology and Innovation	<ul style="list-style-type: none"> • Leveraging digital tools for efficiency in service delivery and monitoring progress. • Innovation in governance, resource management, and community engagement. • Data-driven decision-making for strategic adjustments. • Resources mobilization
8. Risk Management and Adaptability	<ul style="list-style-type: none"> • Identifying potential risks and mitigation strategies. • Flexibility to adjust to emerging challenges and opportunities. • Crisis management plans to ensure continuity in implementation.
9. Institutional Coordination and Collaboration	<ul style="list-style-type: none"> • Strengthen inter-departmental and cross-sectoral coordination. • Enhance partnerships with development agencies, private sector, and civil society. • Avoid duplication of efforts and promoting synergy in implementation.
10. Community-Centered Development Approach	<ul style="list-style-type: none"> • Develop strategies address local needs and priorities. • Increase citizen participation in development planning. • Inclusivity, particularly for vulnerable groups.

8. STAKEHOLDER ANALYSIS

Table 8: Stakeholder Analysis

Category	Stakeholder	What they need from us?	What do we need from them?	What strategies to employment meet their expectation?
	Staff Members	<ul style="list-style-type: none"> ◇ Staff welfare, Safety and Security. ◇ Capacity Development. ◇ Conducive working environment. 	<ul style="list-style-type: none"> ◇ Improved service delivery. ◇ Active collaboration and unity of purpose. ◇ Commitment and high moral. 	<ul style="list-style-type: none"> ◇ Maintain well-ness program. ◇ Conduct General Staff meeting. ◇ Team building exercise.
Customers	Local Authority, State Owned Enterprises, OMAs, Trade Unions	<ul style="list-style-type: none"> ◇ Effective communication on developmental agendas of the Region. ◇ Efficient and effective feed back on all matters. 	<ul style="list-style-type: none"> ◇ Good working relation and cooperation. ◇ Integrated regional planning. ◇ Efficient and effective implementation of development project taking place in the region. ◇ Efficient and effective feed back on all matters. 	<ul style="list-style-type: none"> ◇ Improve stakeholder's relation. ◇ Enhance integrated Planning of development projects in the region ◇ Enhance monitoring and evaluation practices to improve account-ability through oversight.
Partners	Public	<ul style="list-style-type: none"> ◇ RC play it role to wards the socio-economic development of the region. ◇ Good Governance and effective representation. ◇ High quality service de-livery. ◇ Effective and efficient management of resources. 	<ul style="list-style-type: none"> ◇ Participation in development activities of the region. ◇ Give us feed back. 	<ul style="list-style-type: none"> ◇ Improve stake-holders' relation. ◇ Improve service delivery.
	Service Providers	<ul style="list-style-type: none"> ◇ Transparency and integrity of the procurement processes. 	<ul style="list-style-type: none"> ◇ Timely and quality service delivery. ◇ Regular Feedback. 	<ul style="list-style-type: none"> ◇ Strengthen the procurement process integrity.
	The Media	<ul style="list-style-type: none"> ◇ Free Access to information. 	<ul style="list-style-type: none"> ◇ Responsible journalism. 	<ul style="list-style-type: none"> ◇ Improve relations with media and timely accessibility of in formation pertaining to Council operations.
	Traditional Authority, Civil Society, Development Partners	<ul style="list-style-type: none"> ◇ Adherence to the principles of good governance. ◇ Inclusiveness in concerned legislation processes. 	<ul style="list-style-type: none"> ◇ Active participation in the development agenda of the region. ◇ Avail and for regional developmental agenda. ◇ Mutual technical support to ward the development of the region. 	<ul style="list-style-type: none"> ◇ Improve stake-holders' relation. ◇ Collaborate on areas of mutual interest.

9 MONITORING AND EVALUATION FRAMEWORK

9.1 MONITORING AND EVALUATION FRAMEWORK

9.1.1 Introduction

Monitoring and evaluation (M&E) of Oshana Regional Council Strategic Plan 2025/26 – 2030/32 will be conducted in line with the Namibian Public Service Performance Management System (PMS) to ensure accountability, transparency, and efficiency in service delivery. The system will facilitate the continuous assessment of progress made against strategic objectives and provide a basis for informed decision-making and policy adjustments.

9.1.2 Objectives of the Monitoring and Evaluation Framework

The M&E framework aims to:

- Track progress and effectiveness of strategic initiatives.
- Ensure alignment with the 6th National Development Plan (NDP6), Vision 2030, SWAPO Party Implementation Plan (SMIP).
- Enhance accountability and transparency in governance.
- Provide timely feedback for evidence-based decision-making.
- Identify challenges and recommend corrective measures.

9.1.3 Monitoring Mechanisms

The implementation of the Strategic Plan will be monitored through a multi-tier approach, involving various committees and meetings at regional, constituency, and settlement levels.

9.1.4 Performance Monitoring using Performance Management System (PMS)

The PMS provides a results-based framework for tracking progress at national, regional, and institutional levels. Performance monitoring will include:

- Annual Work Plan: Developed and Reviewed Annual Plan aligned to the Strategic Plan*
- Annual Performance Agreements: Developed and Signed PA by all staff members to track individual contributions to strategic objectives.*
- Key Performance Indicators (KPIs): Used to measure success in achieving planned targets.*
- Quarterly and Annual Review and Reports: To assess implementation progress.*
- Institutional Appraisal: Applied to measure departmental and sectoral performance.*

9.1.5 Institutional Monitoring Mechanisms

The following committees and meetings will oversee the implementation of the **Strategic Plan**:

9.1.5.1 Regional Development Coordination Committee (RDCC)

- Reviews and provides oversight on regional development initiatives.
- Ensures inter-sectoral coordination in strategic plan implementation.
- Identifies gaps and makes policy recommendations.

9.1.5.2 Constituency Development Committees (CDCs) and Settlement Development Committees (SDCs)

- Monitors the implementation of programs at constituency and settlement levels.
- Reports progress and challenges to the RDCC.
- Facilitates community engagement in monitoring service delivery.

9.1.5.3 Regional Disaster Risk Management Committee (RDRMC)

- Assesses risks affecting regional development and integrates disaster resilience into the Strategic Plan.
- Provides updates on preparedness, response, and recovery efforts.

9.1.5.4 Monthly Meetings for the Executive Committee (EXCO)

- Reviews operational performance of key programs.
- Provides strategic guidance for ongoing initiatives.
- Ensures alignment with budgetary allocations.

9.1.5.5 Regional Management Council (RMC) Meetings

- Provides a platform for regional leaders and key stakeholders to evaluate sectoral performance.
- Discusses policy interventions and regional priorities.

9.1.5.6 Ordinary Council Meetings

- Reviews overall progress in the implementation of the Strategic Plan.
- Discusses performance reports and makes recommendations for improvement.
- Endorses new policies or revisions to existing plans based on M&E findings

9.1.5.7 Regional Sectoral Review Workshops

- Annual workshops involving various sector ministries, NGOs, private sector representatives, and development partners to evaluate sector performance.
- Identifies bottlenecks and proposes policy realignment where necessary.

9.1.5.8 Public Participation and Community Feedback Mechanisms

- Regular public consultative meetings at the constituency and regional levels to gather feedback from citizens.
- Establishment of a complaint and grievance redress mechanism to capture public concerns on service delivery.

9.1.5 Evaluation Framework

- Evaluation will assess the impact, efficiency, and sustainability of the Strategic Plan through:

a) *Mid-Term and End-Term Evaluations*

- A Mid-Term Review (MTR) will be conducted at the halfway mark of the strategic period to assess progress and make necessary adjustments.
- A Final Impact Evaluation will be carried out at the end of the Strategic Plan cycle to measure outcomes and inform future planning.

b) ***Performance Audits and Impact Assessments***

- Regular performance audits will be conducted to ensure effective resource utilization.
- Socio-economic impact assessments will evaluate the effectiveness of implemented projects.

c) ***Annual Performance Reviews***

- Conducted by relevant committees and departments to assess progress and propose strategic adjustments.
- Includes a review of key performance indicators, financial expenditures, and service delivery benchmarks.

d) ***Citizen Satisfaction Surveys***

Annual or biennial surveys will be conducted to gauge public perception and satisfaction with service delivery and government programs.

e) ***Benchmarking and Learning from Best Practices***

The region will engage in benchmarking exercises to adopt best practices from other regions and countries with successful strategic implementation models.

f) ***Reporting and Accountability Mechanisms***

- Quarterly Reports will be submitted to the Regional Development Coordination Committee (RDCC) for review and action.
- Annual Reports will be presented to the Regional Council and shared with key stakeholders.
- Performance Feedback Sessions will be held with implementing agencies and communities to discuss progress and challenges.

CONCLUSION

The success of the Strategic Plan depends on a robust **Monitoring and Evaluation Framework** that aligns with the **Namibian Performance Management System** and ensures accountability at all levels. Through regular reporting, stakeholder engagement, and adaptive planning, the region will be able to achieve its strategic objectives.

