



Annual Business Plan

FY2024/25

"Nothing about us, without us"

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1 BACKGROUND

In broad terms, the mandate of the Council is to ensure the promotion of the general welfare of persons with disabilities. This is because the Namibian Government has long recognized the strategic role that persons with disability play in national development, hence the enactment of the National Disability Council Act of 2004, (Act no. 26 of 2004). The objectives as outlined in section 3 of the National Disability Council Act, 2004 are:

1. To monitor the implementation of the National Policy on Disability;
2. To identify provisions in any law, which may hinder the implementation of the National Policy on Disability and make recommendations in that regard;
3. To advise any person responsible for the enforcement of existing legislation which provides for equal opportunities for all people in Namibia on the enforcement of that legislation;
4. To comment on proposed legislation which may affect persons with disabilities in any manner;
5. To consult with persons with disabilities, organisations of persons with disabilities and organisations rendering services to persons with disabilities, and take any other steps to obtain necessary information on the implementation of the National Policy on Disability;
6. To initiate amendments to the National Policy on Disability to ensure that it takes account of changing circumstances; and
7. In general, to take all necessary steps to improve the situation of persons with disabilities in Namibia.

2 STRATEGIC DIRECTION

2.1 Mission

To create a conducive environment that promotes the general welfare of persons with disabilities in all spheres of human life.

2.2 Vision

To achieve a barrier-free society for all persons with disabilities by 2032.

2.3 Values

The NDCN strives to further value-based behaviour, engaging and relating, decision-making, and action. Customers and stakeholders interacting with the NDCN and its representatives should

consistently experience these values in all interactions and decisions, and all staff members must consciously practice the values to develop a consistent values-based approach.

The Values are:

- ***Integrity*** - We are consistently trustworthy, fair, and honest in all our interactions.
- ***Accountability*** - We empower each other to take ownership of our actions and strive to deliver excellence as guided by our mandate.
- ***Results-oriented*** - We set and achieve goals, measure results, and continuously improve to make a positive difference in society.
- ***Inclusivity*** - We involve all our stakeholders through board consultation in the delivery of our services.

3 STRATEGIC THEMES

The following themes are of vital strategic importance over the next five years and are used to focus all efforts on carrying out the mission and accomplishing the vision:

- ***Strategic partnerships*** with a strategic result of identifying active and potential role players in the disability fraternity and creating linkages, networks, and ventures that will further and optimise progress on disability within the delivery funnel.
- ***Alignment, integration, and monitoring of the Regulatory Environment*** with a strategic result of establishing a relevant and desirable operating environment underlying legislative and statutory frameworks on disability aligned and integrated towards optimal mobilisation and monitoring in Namibia.
- ***Further Public Understanding*** with a strategic result of creating interest and a certain pull for Disability in Namibia through public awareness and understanding, advocacy, and in an advisory capacity.
- ***Organizational Sustainability*** with a strategic result of maintained relevance to our customers and stakeholders through the provision of required products and services.

4 TIER 1 STRATEGIC OBJECTIVES, INTENDED RESULTS, PERFORMANCE MEASURES AND STRATEGIC INITIATIVES

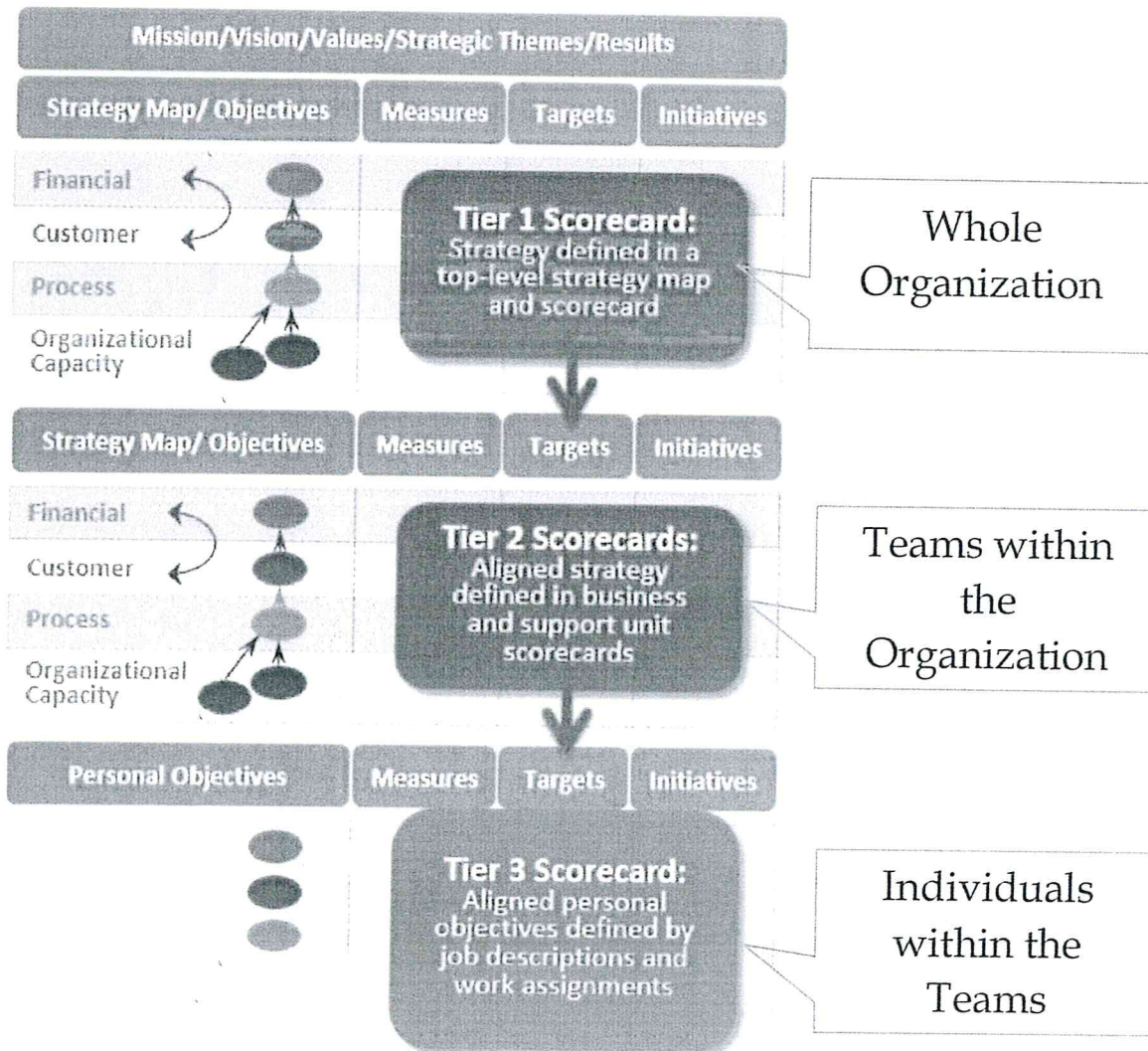
Perspective	Strategic Objective	Intended Results	Performance Measure	Targets	Strategic Initiative	Delegated Lead
Customer and Stakeholder	Improve Customer and Stakeholder Satisfaction	1) Customers are pleased with Service Delivery.	Satisfaction Survey Rating	Increase from baseline to 80% by Year 5	Implement a Stakeholder Experience Management Strategy	ALL
		2) Stakeholders are pleased with Mandate Execution.				
	Improve Customer & Stakeholder Awareness, Inclusion, and Capacity development.	Customers and Stakeholders are aware of the NDCN Mandate.	Awareness Survey Rating	Increase from baseline to 80% by Year 5	Coordinate Disability Awareness and Capacity Development Activities	Research and Development, Communications and Marketing
		Customers and Stakeholders participate in NDCN initiatives.	% Of targeted persons with disability population implementing disability initiatives	Increase from baseline to 60% by Year 5		

Perspective	Strategic Objective	Intended Results	Performance Measure	Targets	Strategic Initiative	Delegated Lead
		NDCN monitors and evaluates the application of laws and other instruments designed for inclusion and protection of Customers and Stakeholders.	% Of targeted laws and instruments monitored and evaluated	Increase from baseline to 60% by Year 5	Coordinate monitoring and evaluation of laws	Research and Development, Legal and Company Secretariat
		NDCN monitors and evaluates the inclusion of persons with disability in key national programmes.	% Of key national programmes monitored and evaluated	Increase from baseline to 60% by Year 5		
		NDCN brand is well visible and valuable to Customers and Stakeholders.	Composite Brand Audit Rating	Increase from baseline to 80% by Year 5	Implement Corporate Identity Manual as well as	Communication and Marketing

Perspective	Strategic Objective	Intended Results	Performance Measure	Targets	Strategic Initiative	Lead Delegated
Financial	Increase Funding	Human, infrastructure, and financial resources are sufficient to execute the mandate.	% Increase in Funds mobilized from external sources	Increase from baseline to 80% by Year 5	Communication Policy	All
			Income from products and services as % of Total Budget	Increase from baseline to 60% by Year 5		
Internal Processes	Increase Advocacy and Diplomacy	Linkages & partnership impact is visible in Disability Sector.	% Of Active Funding emanating from National, Bilateral, and Multilateral Agreements	Increase by 10% Annually	Implement the Cooperation Agreement Action Plan	ALL
		The government is committed to Disability funding.	Funds received from the government vs budgeted	Increase from baseline to 95% in the next 5 Years	Implement Stakeholder Engagement Plan	Corporate Services, Internal Auditor
		Political decision-makers are aware and	No engagements with Line Ministry and other stakeholders	At least once a Quarter		

Perspective	Strategic Objective	Intended Results	Performance Measure	Targets	Strategic Initiative	Delegated Lead
		supportive of our initiatives.	No engagements with Parliament Standing Committees	At least once a Quarter		
	<i>Improve Disability Outputs</i>	Disability outputs are increased as per national policies, frameworks, and strategies.	% Increase in Disability outputs emanating from NDCN direct efforts	Increase by 10% Annually	Implement the Annual Monitoring and Evaluation Plan	Research and Development
	<i>Improve Brand Identity</i>	Distinctive brand assets and intellectual properties are protected.	% Of NDCN brand assets and intellectual properties are protected	Increase from baseline to 100% in the next 5 Years	Implement the Communication Policy and Marketing Strategy	Communication and Marketing
	<i>Improve Internal Processes</i>	Programs and systems have clear processes & procedures. There is timely flow of information.	% Of service turnaround time met	Increase from baseline to 90% in the next 5 Years	Implement the Business Process Improvement Program	ALL

5.1 NDCN STRATEGIC ALIGNMENT FROM TIER 1 TO TIER 2 AND TIER 3



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5.2 LEGAL ADVICE AND COMPANY SECRETARIAT

5.2.1 PURPOSE STATEMENT

To achieve legal direction and leadership toward the achievement of NDCN's philosophy, values, vision, mission, strategy, goals, and objectives. To provide comprehensive professional and administrative support to the Management, the Board, training, and development budget for the board, sub-committees, members, and administration.

ACTIVITIES FOR FY2024/25

DIVISIONAL/ UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/ BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
<p>LACS/OC/OB01: Improve knowledge and skills</p> <p><i>Intended Result: Have highly skilled and knowledgeable staff.</i></p>	<p>LACS/OC/OB01/IN01: Develop a PDP program to increase staff knowledge and skills</p> <p>(Source and attend training on strategic management and/or compliance and governance management.)</p>	<p>Schedule performance index and cost performance index for activities</p> <p>Target: 30%</p>	N\$0.00		X		
	<p>LACS/OC/OB01/IN02: Recruit and train legal officer</p>	<p>Schedule performance index and cost performance index for activities</p> <p>Target: 30%</p>	<p>N\$0.00 (annual salary of legal officer budget under HR payroll. Await the outcome of the HR restructuring</p>		X		

DIVISIONAL/UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
<p>LACS/OC/OB02: Improve regulatory and governance frameworks</p> <p><i>Intended Result: Regulatory and governance frameworks and national and organisational policies with plans developed.</i></p>	<p>LACS/OC/OB02/IN01: Implement the legislative review project (Prepare regulations to accompany the Act; Submit Policy, situation analysis, and Implementation plan to Minister; Submit Cabinet memorandum and draft bill to Minister; Commence with the implementation of policy and bill; Conduct awareness campaigns and stakeholder education programs on new laws and policies)</p>	<p>Schedule performance index and cost performance index for activities</p> <p>Target: 30%</p>	<p>project to establish the exact salary)</p> <p>N\$555,503.00</p>	X	X	X	X
<p>LACS/OC/OB03: Improve legal compliance culture</p> <p><i>Intended Result: The legal compliance system is in place and functioning.</i></p>	<p>LACS /OC/OB03/IN01: Develop a compliance risk management policy (Commence with implementation of risk</p>	<p>Schedule performance index and cost performance index for activities</p> <p>Target: 30%</p>	<p>N\$0.00</p>	X	X		

DIVISIONAL/UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
	<p>management and compliance policy; Provide internal training on policy; Monitor and evaluate implementation; Review Policy at end of the financial year)</p> <p>LACS/OC/OB03/IN02: Review and include code of ethics and conduct and grievance and disciplinary code and procedures in the HR procedure manual and policy (Implement code of ethics and code of conduct; Continuously induct new staff on codes; Review code at end of financial year)</p>	<p>Schedule performance index and cost performance index for activities Target: 30%</p>	N\$150,000.00 (litigations)			X	X
<p>LACS/OC/OB04: Improve legal management system <i>Intended Result: Staff members are aware of the legal</i></p>	<p>LACS/OC/OB04/IN01: Develop a governance, compliance, and legal information and knowledge-sharing program</p>	<p>Schedule performance index and cost performance index for activities Target: 40%</p>	N\$0.00				X

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DIVISIONAL/ UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/ BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
<p>department's functions. Initiatives well-coordinated.</p> <p>LACS/IP/OB05: Improve legal and company secretarial processes</p> <p>Intended Result: Service turnaround times are met.</p>	<p>(Commence of trainings for both internal and external stakeholders)</p> <p>LACS/IP/OB05/IN01: Implement a business process improvement program (Share stakeholder satisfaction survey; Implement recommendations; Improve business processes after annual review)</p>	<p>Schedule performance index and cost performance index for activities</p> <p>Target: 60%</p>	N\$0.00	X	X	X	X
<p>LACS/IP/OB05: Improve legal and company secretarial processes</p> <p>Intended Result: The number of litigations is reduced by 20% annually.</p>	<p>LACS/IP/OB05/IN02: Implement a contract management system (Implement contract management system; Review contract management system)</p> <p>LACS/IP/OB05/IN03: Implement a compliance management system (Implement compliance policy;</p>	<p>Schedule performance index and cost performance index for activities</p> <p>Target: Reduce to 60%</p> <p>Schedule performance index and cost performance index for activities</p> <p>Target: 40%</p>	N\$0.00	X	X	X	X

DIVISIONAL/ UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
	Monitor and evaluate implementation of policy; Review policy annually)						
LACS/IP/OB05: Improve legal and company secretarial processes <i>Intended Result: Meeting minutes are completed and referenced.</i>	LACS/IP/OB05/IN04: Implement a minute-taking and record-keeping improvement program (Design board evaluation program)	Schedule performance index and cost performance index for activities Target: 40%	N\$0.00	X	X	X	X
LACS/IP/OB05: Improve legal and company secretarial processes <i>Intended Result: Board charter developed and implemented.</i>	LACS/IP/OB05/IN05: Develop board charter (Monitor and evaluate implementation of board charter; Review board charter annually)	Schedule performance index and cost performance index for activities Target: 40%	N\$475,895.00	X			
	LACS/IP/OB05/IN06: Train board members on board charter (Governance literacy ongoing support to the board)	Schedule performance index and cost performance index for activities Target: 40%	N\$0.00			X	
	LACS/IP/OB05/IN07: Implement board charter and monitor compliance	Schedule performance index and cost performance index for activities	N\$0.00	X	X	X	X

DIVISIONAL/UNIT OBJECTIVES AND INTENDED RESULTS <i>with policies, procedures and processes.</i>	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
IA/IP/OB05: Increase internal audit and risk management engagements <i>Intended Result: Improved departmental self-assessment and risk identification process.</i>	IA/IP/OB05/IN01: Develop and implement risk based internal audit plan	Schedule performance index and cost performance index for activities Target: 0%	N\$0.00				X
IA/F/OB06: Increase cost effectiveness and efficiency/ reduce wastage <i>Intended Results: 1. Value for money products and services, improve processes and system with regards to access, processing and authorization, 2. Reduced non-priority expenditures.</i>	IA/F/OB06/IN01: Develop TIER1 cost saving plan initiatives (Identification of wastage within processes and activities) IA/F/OB06/IN02: Conduct engagements in-house and reduce number of outsourced engagements	Maximum % variance of spending against budget Target: 5%	N\$0.00	X		X	X
				X			

DIVISIONAL/UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
IA/CS/OB07: Improve customer and stakeholder satisfaction <i>Intended Results: Meeting customer and stakeholder expectations as per engagement plans.</i>	IA/CS/OB07/IN01: Develop Audit Service Charter	Schedule performance index and cost performance index for activities Target: 20%	N\$0.00	X			
	IA/CS/OB07/IN02: Develop audit satisfaction survey	Schedule performance index and cost performance index for activities Target: 20%	N\$0.00				X
TOTAL DEPARTMENT BUDGET			N\$0.00				

5.4 COMMUNICATION AND MARKETING

5.4.1 PURPOSE STATEMENT

To strategically position the NDCN both internally and externally as an effective and valuable driver of disability in Namibia. Establish key communications and marketing avenues that will optimally best serve the NDCN image in the eyes of our stakeholders.



5.4.2 ACTIVITIES FOR FY2024/25

DEPARTMENTAL/UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
CCM/OC/OB01: Improve staff development <i>Intended Result: Staff have skills that are relevant and market responsive.</i>	CCM/OC/OB1/IN01: Develop and implement departmental staff development plan	% Staff development activities implemented to plan Target: 0%	N\$0.00				
CCM/OC/OB02: Improve brand and communication tools <i>Intended Results: To ensure consistent and unified representation of brand and in communication across all tools.</i>	CCM/OC/OB02/IN01: Identify brand and communication tools CCM/OC/OB02/IN02: Implement brand and communication tools and guidelines on standards and use	Schedule performance index and cost performance index for activities Target: 40%	N\$0.00	X			
CCM/IP/OB03: Improve brand awareness <i>Intended Results: Increase awareness of brand, improvement of brand equity and brand visibility.</i>	CCM/IP/OB03/IN01: Develop marketing strategy	Schedule performance index and cost performance index for Activities Target: 40%	N\$50,000.00		X	X	
		Schedule performance index and Cost performance index for Activities Target: 10%	N\$200,000.00	X	X		

DEPARTMENTAL/UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/ BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
CCM/IP/OB04: Improve brand identity <i>Intended Results: To strengthen the brand by increasing its perceived value, image, credibility, and loyalty.</i>	CCM/IP/OB04/IN01: Conduct brand awareness audit	Schedule performance index and Cost performance index for Activities Target: 0%	N\$0.00				
	CCM/IP/OB04/IN02: Implement a corporate identity manual	Schedule performance index and Cost performance index for Activities Target: 60%	N\$69,398.00		X	X	
CCM/IP/OB05: Improve communications system <i>Intended Results: To improve the efficiency of communication.</i>	CCM/IP/OB05/IN01: Implement communication policy	Schedule performance index and Cost performance index for Activities Target: 40%	N\$0.00	X	X	X	X
	CCM/F/OB06/IN01: Implement activity-based and contingency budgeting	Maximum % Variance of spending against budget Target: 80% of Actual Budget	N\$0.00	X	X	X	X
CCM/F/OB06: Improve efficiency <i>Intended Results: Efficient and timely execution of activities.</i>							

DEPARTMENTAL/UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
CCM/CS/OB07: Improve stakeholder awareness, inclusion, and capacity development <i>Intended Results: The NDCN brand is well-visible and valuable to customers and stakeholders.</i>	CCM/CS/OB07/IN01: Develop a brand awareness campaign	Schedule performance index and cost performance index for activities Target: 0%	N\$0.00			X	
CCM/CS/OB08: Improve customer and stakeholder satisfaction <i>Intended Results: Engagements with stakeholders are successful.</i>	CCM/CS/OB08/IN01: Develop a stakeholder engagement plan	Schedule performance index and cost performance index for activities Target: 10%	N\$0.00	X			
	CCM/CS/OB08/IN02: Develop customer and stakeholder satisfaction survey	Satisfaction survey rating Target: 20%	N\$0.00				X
TOTAL DEPARTMENT BUDGET			N\$319,398.00				

5.5 HUMAN RESOURCE

5.5.1 PURPOSE STATEMENT

To deliver strategic human resources programs, services, and technologies to build a talented, diverse, engaged, and productive workforce in support of the corporate strategy.

DEPARTMENTAL/UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
HR/CS/OB10 Improve stakeholder & customer satisfaction. <i>Intended Result:</i> Customer/Stakeholders are satisfied.	HR/CS/OB7/IN01: Implement service charter	% Of satisfaction improvement Target: 40%	N\$0.00	X	X		
	HR/CS/OB7/IN02: Implement a satisfaction survey and improvement plan	% Of satisfaction improvement Target: 40%	N\$0.00			X	X
TOTAL DEPARTMENT BUDGET			N\$7,709,769.00				

5.6 FINANCE AND ADMINISTRATION

5.6.1 PURPOSE STATEMENT

To be a proactive department in providing the required finance, procurement, administration, estate, and fleet logistical support services to the Council.



5.6.2 ACTIVITIES FOR FY2024/25

DIVISIONAL/UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/ BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
FA/OC/OB01: Improve staff capacity <i>Intended Results: Staff are well-skilled and competent to execute their work.</i>	FA/OC/OB01/IN01: Implement division competency plan	Schedule performance index and cost performance index for activities Target: 60%	N\$0.00 (under HR)		X		
	FA/OC/OB02/IN01: Implement office maintenance plan	Schedule performance index and cost performance index for activities Target: 30%	N\$762,347.00			X	
FA/OC/OB02: Improve office infrastructure <i>Intended Results: There is a conducive & suitable office & parking space for staff members.</i>	FA/OC/OB02/IN02: Implement a cleaning service plan	Schedule performance index and cost performance index for activities Target: 30%	N\$14,361.00			X	
	FA/OC/OB02/IN03: Acquisition of office ICT infrastructure	Schedule performance index and cost performance index for activities Target: 30%	N\$634,500.00	X	X	X	
FA/OC/OB03: Improve department documents	FA/OC/OB03/IN01: Implement finance policies,	Schedule performance index and cost performance index for activities Target: 30%	N\$0.00				X

DIVISIONAL/UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/ BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
<i>Intended Results: Relevant policies, procedures, and guidelines are reviewed and implemented.</i>	procedures, and guidelines	Target: 60%					
	FA/OC/OB03/IN02: Review resource mobilization and income policy	Schedule performance index and cost performance index for activities	N\$0.00				X
	FA/OC/OB03/IN03: Implement fleet and estate management plan	Target: 60% Schedule performance index and cost performance index for activities	N\$159,176.00	X			X
	FA/OC/OB03/IN04: Implement a reception management plan	Target: 60% Schedule performance index and cost performance index for activities	N\$0.00		X		
	FA/OC/OB03/IN05: Implement annual procurement plan and structure	Target: 60% Schedule performance index and cost performance index for activities	N\$0.00			X	
FA/IP/OB04: Improve Internal Processes	FA/IP/OB04/IN01: Implement procurement,	Target: 60% Schedule performance index and Cost	N\$0.00	X	X	X	X

DIVISIONAL/UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
<p><i>Intended Results: Processes are clearly documented; Timely flow of information; and Reduced turnaround time.</i></p>	delivery, and payment processes	performance index for Activities Target: 60%					
	FA/IP/OB04/IN02: Implement effective bookkeeping (Acquisition of an accounting system, training & support), financial reports, Audits, Tax fees etc	Schedule performance index and Cost performance index for Activities Target: 60%	N\$300,000.00	X	X	X	X
	FA/IP/OB04/IN03: Implement efficient fleet and estate management processes	Schedule performance index and Cost performance index for Activities Target: 60%	N\$0.00	X	X	X	X
	FA/IP/OB04/IN04: Implement efficient reception and office cleaning service management processes	Schedule performance index and cost performance index for activities Target: 60%	N\$0.00	X	X	X	X
FA/F/OB05: Reduce Cost <i>Intended Results: There is a zero-spending variance.</i>	FA/F/OB05/IN01: Implement strict budget control measures on all	Maximum % Variance of spending against budget Target: Variance at ≥5	N\$0.00	X	X	X	X

DIVISIONAL/UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/ BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
	operational expenses.						
	FA/F/OB05/IN02: Implement resource mobilization and income policy.	% Income Increase against approved budget Target: 40%	N171,000.00			X	
FA/CS/OB06: Improve Customer & Stakeholders Satisfaction <i>Intended Results: Customers and Stakeholders are satisfied.</i>	FA/CS/OB06/IN01: Implement & coordinate Satisfaction Customer survey	% Change in satisfaction survey rating score Target: 40%	N\$0.00			X	
TOTAL DEPARTMENT BUDGET			N\$ 2,041,384.00				

5.7 RESEARCH AND DEVELOPMENT

5.7.1 PURPOSE STATEMENT

The department aims to coordinate research and development activities, create and manage linkages and platforms that promote disability issues, create and deepen disability awareness, and recognize outstanding contributions made by persons with disability in Namibia.

5.7.2 ACTIVITIES FOR FY2024/25

DEPARTMENTAL/UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/ BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
R&D/OC/OB01: Improve staff skills & knowledge <i>Intended Result: Have highly skilled and knowledgeable staff.</i>	R&D/OC/OB1/IN01: Implement a PDP program	% Of PDP program developed and implemented Target: 60%	N\$0.00(under HR)			X	
	R&D/OC/OB1/IN02: Recruitment of Database Officer	% Of new staff employed Target: 60%	N\$0.00 (under HR)	X			
R&D/OC/OB02: Improve regulatory frameworks <i>Intended Results: Relevant department procedures and guidelines, developed and/ or reviewed.</i>	R&D/OC/OB02/IN01: Review existing procedures, processes and guidelines (Conduct a workshop on the review)	Schedule performance index and cost performance index for activities Target: 60%	N\$0.00		X		
	R&D/OC/OB02/IN02: Identify and develop other procedures, processes and guidelines (Conduct a workshop on the review)	Schedule performance index and cost performance index for activities Target: 60%	N\$0.00				X

DEPARTMENTAL/UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
	R&D/OC/OB02/IN03: Develop resource mobilization and income strategy	Schedule performance index and cost performance index for activities Target: 60%	N\$0.00		X		
	R&D/OC/OB02/IN04: Develop a stakeholder engagement strategy	Schedule performance index and cost performance index for activities Target: 60%	N\$0.00		X		
	R&D/OC/OB02/IN05: Develop a monitoring and evaluation framework	Schedule performance index and cost performance index for activities Target: 60%	N\$0.00			X	

DEPARTMENTAL/UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/ BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
R&D/OC/OB03: Improve infrastructure access <i>Intended Results: Department infrastructure access improved.</i>	R&D/OC/OB03/IN01: Develop disability infrastructure strategy (Develop an Information Management System, Disability Standard development continue, Automate the Disability Monitoring Report tool and other tools)	Schedule performance index and cost activities Target: 30%	N\$577,936.00	X	X	X	X
	R&D/OC/OB03/IN02: Develop an online monitoring report system	Schedule performance index and cost activities, Target: 30%	N\$0.00		X		
R&D/OC/OB04: Improve partnership with stakeholders	R&D/OC/OB04/IN01: Formulate agreements and action plans	Schedule performance index and cost activities Target: 60%	N\$0.00			X	

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DEPARTMENTAL/UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/ BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
Intended Results: More access to funding and improved linkages with stakeholders.	R&D/OC/OB04/IN02: Review existing agreements and action plans	Schedule performance index and cost performance index for activities Target: 60%	N\$0.00		X	X	
	R&D/IP/OB05/IN01: Implement department processes for all programmes of the department	Schedule performance index and Cost Activities Target: 60%	N\$0.00	X			
Intended Results: Increase Advocacy and diplomacy	R&D/IP/OB06/IN01: Implement cooperation agreement action plans (NAMCOL, OPDS, Disability Steering Committee, NSI, NSA, NUST)	Schedule performance index and Cost performance index for Activities Target: 30%	N\$322,500.00				X
	R&D/IP/OB06/IN02: Identify components of stakeholder engagement strategy	Schedule performance index and Cost performance index for Activities Target: 30%	N\$0.00		X		

DEPARTMENTAL/UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
<p>R&D/IP/OB07: Increase disability output</p> <p><i>Intended Results: Disability outputs are increased as per the annual monitoring and evaluation plan.</i></p>	<p>R&D/IP/OB07/IN01: Implement the monitoring and evaluation framework (Review and printing of the 3rd version of the DMR, analyse backlog DMRs, develop online training of the DMR through social media platforms and train regions via a platform, conduct research on the issue pertaining to persons with disabilities)</p>	<p>Schedule performance index and Cost performance index for Activities</p> <p>Target: 30%</p>	N\$200,000.00	X	X	X	X
<p>R&D/F/OB08: Increase investment in disability engagement programmes and infrastructure</p> <p><i>Intended Results: Efficient funding and timely execution of programmes and projects.</i></p>	<p>R&D/F/OB08/IN01: Implement activity-based budget</p> <p>R&D/F/OB08/IN02: Implement resource mobilisation and income activities</p>	<p>Maximum % Variance of spending against budget</p> <p>Target: 5%</p> <p>% Income Increase against approved budget</p> <p>Target: 40%</p>	N\$0.00		X	X	X

DEPARTMENTAL/UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/ BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
<p>R&D/CS/OB09: Improve stakeholder awareness, inclusion and capacity development</p> <p><i>Intended Results: Customers and stakeholders are aware of the NDCN Mandate.</i></p>	<p>R&D/CS/OB09/IN01: Coordinate disability awareness on the mandate of the NDCN (Host Disability Day, Review Disability Week concept, Assist with the organizing of the International Disability Day)</p>	<p>Awareness Survey Rating</p> <p>Target: 40%</p>	N\$394,076.00	X	X		X
<p>R&D/CS/OB09: Improve stakeholder awareness, inclusion and capacity development</p> <p><i>Intended Results: Customers and stakeholders participate in disability initiatives.</i></p>	<p>R&D/CS/OB09/IN02: Review and implement disability awareness and capacity development activities (Entrepreneurship Programmes, Self-representation programme, develop concept note of innovation challenge for assistive technologies and empowerment programmes, training on UNCPRD to stakeholders)</p>	<p>Schedule performance index and cost performance index for activities</p> <p>Target: 40%</p>	N\$426,000.00	X	X	X	X

DEPARTMENTAL/UNIT OBJECTIVES AND INTENDED RESULTS	INITIATIVES	INITIATIVES MEASURE(S) AND TARGET	ESTIMATED COST/ BUDGET	TIMELINE			
				Q1	Q2	Q3	Q4
<p>R&D/CS/OB09: Improve stakeholder awareness, inclusion and capacity development</p> <p><i>Intended Results: NDCN monitors and evaluates the application of laws and other instruments designed for inclusion and protection of customers and stakeholders.</i></p>	<p>R&D/CS/OB09/IN03: Coordinate monitoring and evaluation of laws (Identify legislation that does not include persons with disabilities and engage the relevant stakeholders)</p>	<p>Schedule performance index and cost performance index for activities</p> <p>Target: 40%</p>	N\$0.00		X	X	
<p>R&D/CS/OB09: Improve stakeholder awareness, inclusion and capacity development</p> <p><i>Intended Results: NDCN monitors and evaluates the inclusion of persons with disability in key national programmes.</i></p>	<p>R&D/CS/OB09/IN04: Coordinate monitoring and evaluation of key national programmes (Identify national programmes that do not include persons with disabilities and engage the relevant stakeholders)</p>	<p>Schedule performance index and cost performance index for activities</p> <p>Target: 40%</p>	N\$0.00		X	X	
TOTAL DEPARTMENT BUDGET			N\$ 1,920,512.00				



6 BUDGET FOR FY2023/24

The budget for 2024/25 that will allow the implementation of this business plan has been developed following a zero-based budgeting approach. The budget figures indicated above are aligned with the Organizational Budget which is submitted to the Finance and Audit Committee for recommendation to the Board for approval.

7 APPENDICES

7.1 TIER 2 SCORECARD - LEGAL ADVICE AND COMPANY SECRETARIAT

Legal and Company Secretariat Tier 2 Score Card

Purpose Statement: To achieve legal direction and leadership toward the achievement of NDC's philosophy, values, vision, mission, strategy, goals and objectives. To provide comprehensive professional and administrative support to the Management, the Board, training and development budget for the board, sub-committees, members and administration.												
Respective Stakeholder	Strategic Objectives and Map	Strategic Objectives	Intended result	Strategic Objective Measures	Target					Initiatives	Initiatives Measures	
					Baseline 2021/22	2022/23	2023/24	2024/25	2025/26			2026/2027
Customer Stakeholder		Improve customer and stakeholder satisfaction	Customer/ stakeholder satisfaction is maintained.	Satisfaction survey ratings % of received complaints addressed	0%	10%	20%	40%	60%	80%	Develop and implement satisfaction survey	Satisfaction survey rating
Financial		Reduce cost	Contractual obligation is significantly reduced. Litigation reduced significantly by considering ADR measures.	% of change in contractual obligation; % reduction in litigation costs	0%	10%	20%	40%	60%	80%	Implement activity based budget; Implement cost saving initiatives	Maximum % variance of spending against budget
Internal Processes		Improve Legal and Company Secretariat Processes	Regulatory frameworks implemented and National policies are approved.	% of regulatory frameworks implemented; % of national policies approved	0%	10%	20%	40%	60%	80%	Implement NDCS regulatory framework and policies; National policies are approved	Schedule performance index and cost performance index for activities
			Implementation plan is in place and followed.	% of Implementation of the Amendment Bill to plan	0%	10%	20%	40%	60%	80%	Conduct information and knowledge sharing sessions on the amended regulations	Schedule performance index and cost performance index for activities
			Board Charter developed and implemented.	% of compliance with board charter	0%	10%	20%	40%	60%	80%	Develop board charter; Implement board charter and monitor compliance	Sound and efficient governance and administration of the board
			Meeting minutes are completed and referenced.	% of minutes completed and referenced	0%	10%	20%	40%	60%	80%	Implement Minute taking and record keeping improvement program	Schedule performance index and cost performance index for activities
			The number of litigations are reduced by 20% annually.	% of change in litigations emanating from legal contracts	0%	80%	60%	40%	20%	0%	Implement contract management system; Implement compliance management system	Schedule performance index and cost performance index for activities
			Significant amount of debt is recovered.	Actual debt recovered as % of total debt	0%	20%	40%	60%	70%	90%	Implement debt collection management tracking system	Schedule performance index and cost performance index for activities
Organizational Capacity		Improve legal management system	Staff members are aware of legal department's functions.	% of staff members that are knowledgeable about Corporate Governance, Compliance and Legal matters	0%	10%	20%	40%	60%	80%	Develop a Governance, Compliance and Legal information and knowledge sharing program	Schedule performance index and cost performance index for activities
			Legal compliance system is in place and functioning.	% of completion of compliance system development	0%	10%	20%	30%	60%	90%	Develop compliance risk management plan; Establish legal, company secretarial and compliance frameworks, policies and procedures; Develop debt collection management tracking system; Develop contract management framework	Schedule performance index and cost performance index for activities
			Regulatory and Governance frameworks and national and organizational policies with plans developed.	% of Regulatory and Governance frameworks, National Policies reviewed and governance policies developed	0%	10%	20%	30%	60%	90%	Implement the legislative review project	Schedule performance index and cost performance index for activities
			Have highly skilled and knowledgeable staff.	% of Personal Development Plans implemented	0%	10%	20%	30%	60%	90%	Develop and implement a PDP program to increase staff knowledge and skills	Schedule performance index and cost performance index for activities

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7.2 TIER 2 SCORECARD - INTERNAL AUDIT

Internal Audit Tier 2 Score Card

Purpose Statement: To add value by improving the risk management and governance systems as well as promote efficiency and improve controls across the organization.		Strategic Objectives and Map		Strategic Objectives		Intended result		Strategic Objective Measures		Targets		Initiatives		Initiatives Measures	
Perspective	Strategic Objectives and Map	Strategic Objectives	Intended result	Strategic Objective Measures	Baseline		Strategic Objective Measures	Targets		Targets		Initiatives		Initiatives Measures	
					2021/22	2022/23		2023/24	2024/2025	2025/2026	2026/2027	2021/22	2022/23	2023/24	2024/2025
Customer & Stakeholder		Improve customer and stakeholder satisfaction	Meeting customer and stakeholder expectations as per engagement plans.	% Of customer and stakeholder consultations conducted % Of audit satisfaction survey suggestions implemented	0%	0%	0%	0%	20%	40%	60%	80%	Implement customer and stakeholder consultation during engagement planning Respond and implement audit satisfaction survey suggestions	Schedule performance index and cost performance index for activities Satisfaction survey rating	
Financial		Increase cost effectiveness and efficiency/reduce wastage	Value for money products and services, improve processes and system with regards to access, processing and authorization; Reduced non-priority expenditures.	% reduction in wastage	0%	10%	5%	2%	5%	10%	20%	0%	Implement TIER1 cost saving plan initiatives (identification of wastage within processes and activities); Conduct engagements in-house and reduce number of outsourced engagements	Maximum % variance of spending against budget; Schedule performance index and cost performance index for activities	
Internal Processes		Increase internal audit and risk management engagements	Improved departmental self-assessment and risk identification process.	% Of risk based internal audit plan implemented	0%	0%	0%	10%	0%	10%	50%	90%	Develop and implement risk based internal audit plan	Schedule performance index and cost performance index for activities	
		Improve internal audit and risk management processes	Department staff are capacitated and comply with policies, procedures and processes.	% Of audit and risk management processes implemented	0%	0%	0%	10%	0%	10%	50%	90%	Implement the audit and risk management processes	Schedule performance index and cost performance index for activities	
		Improve staff engagement	IA mandate is understood within the organisation.	% Of consulting exercises conducted; % Ratings from post-service questionnaires	0%	0%	0%	10%	0%	10%	50%	90%	Organise workshops within the organisation	Schedule performance index and cost performance index for activities	
Organizational Capacity		Improve internal audit management systems and frameworks	Improved systems for managing the internal audit function as well as procedures and policies.	% Of identified departmental systems, procedures and policies developed	0%	0%	10%	30%	0%	10%	60%	90%	Develop anti-fraud policy; Develop the IA departmental policy documents	Schedule performance index and cost performance index for activities	
		Improve skills and knowledge	Staff are skilled and staff are performing above threshold.	No of staff trained as CPD requirements	0%	0%	0%	10%	0%	10%	50%	90%	Attending free online training offered by various facilitators; Training offered as part of the MoUs with stakeholders	Schedule performance index and cost performance index for activities	

7.5 TIER 2 SCORECARD – Finance and Administration

Finance and Administration Tier 2 Score Card

Purpose Statement:		To be a proactive department in providing the required financial, procurement, administration, estate and fleet logistical support services to the Council.										
Perspectives	Strategic Objectives and Map	Strategic Objectives	Intended result	Strategic Objective Measures	Targets					Initiatives	Initiatives Measures	
					2021/22	2022/23	2023/24	2024/2025	2025/2026			2026/2027
Customer & Stakeholder		Improve customer and stakeholder satisfaction	Customers and Stakeholders are satisfied.	Satisfaction survey rating	0%	10%	20%	40%	60%	80%	Develop and coordinate satisfaction survey	Satisfaction survey rating
Financial		Improve spending	There is a zero spending variance.	% Spending against approved budget; Income increase against approved budget	0%	10%	25	25	25	25	Implement strict budget control measures; Implement resource mobilization and income policy	Schedule performance index and cost performance index for activities
Internal Processes		Improve internal processes	Processes are clearly documented; Timely flow of information; and Reduced turnaround time	% Of key processes documented; % Of service turnaround time met	0%	10%	30%	60%	80%	90%	Implement efficient and complaint procurement, delivery and payment processes; Implement effective bookkeeping, accounting and financial reporting processes; Implement efficient fleet and estate management processes; Implement efficient reception and office cleaning service management processes	Schedule performance index and cost performance index for activities
Organizational Capacity		Improve department documents	Relevant policies, procedures and guidelines are developed and / or reviewed and implemented.	% of developed, reviewed and approved policies, procedures and guidelines over total	0%	10%	30%	60%	80%	90%	Develop or review finance policies, procedures and guidelines; Develop resource mobilization and income policy; Develop or review fleet and estate management plan; Develop or review reception management plan; Develop or review annual procurement plan and structure	Schedule performance index and cost performance index for activities
		Improve Office infrastructure	There is conducive & suitable office & parking space for staff members.	% of staff with designated office and parking space over total staff; Ratio of sitting space & distance between staff in shared offices;	0%	10%	20%	30%	40%	50%	Develop or review office maintenance plan; Develop or review office cleaning service plan	Schedule performance index and cost performance index for activities
		Improve staff capacity	Staff are well skilled and competent to execute their work.	% of employees' competency to threshold	0%	10%	30%	60%	80%	90%	Develop and implement division competency plan	Schedule performance index and cost performance index for activities

7.6 TIER 2 SCORECARD - RESEARCH AND DEVELOPMENT

Research and Development Tier 2 Score Card

Purpose Statement: The department aims to coordinate research and development activities, to create and manage linkages and platforms that promote disability awareness and to recognize outstanding contributions made by persons with disability in Namibia.												
Prospective	Strategic Objectives and Map	Strategic Objectives	Intended result	Strategic Objective Measures	Targets					Initiatives	Initiatives Measures	
					Baseline 2021/22	2022/23	2023/24	2024/25	2025/26			2026/27
Customer & Stakeholder		<p>Improve stakeholder awareness, inclusion and capacity development</p>	Customers and Stakeholders are aware of NDCN Mandate.	Awareness survey rating	0%	10%	20%	40%	60%	80%	Coordinate disability awareness and capacity development activities	Awareness Survey Rating
			Customers and Stakeholders participate in disability initiatives.	% Of targeted persons with disability population implementing disability initiatives	0%	10%	20%	40%	50%	60%	Schedule performance index and cost performance index for activities	
			NDCN monitors and evaluates the application of laws and other instruments designed for inclusion and protection of Customers and Stakeholders.	% Of targeted laws and instruments monitored and evaluated	0%	10%	20%	40%	50%	60%	Schedule performance index and cost performance index for activities	
			NDCN monitors and evaluates inclusion of persons of disability in key national programmes.	% Of key national programmes monitored and evaluated	0%	10%	20%	40%	50%	60%	Schedule performance index and cost performance index for activities	
Financial		<p>Increase investment in disability engagement programmes and infrastructure</p>	Efficient funding and timely execution of programmes and projects.	% Increase in departmental funds mobilised Maximum % variance of spending against budget	0%	10%	20%	40%	60%	80%	Implement resource mobilisation and income activities	Schedule performance index and cost performance index for activities
			Disability outputs are increased as per annual monitoring and evaluation plan.	% Increase in disability outputs emanating from annual monitoring and evaluation plan	0%	10%	20%	30%	40%	50%	Implement the Monitoring and Evaluation framework; Implement disability infrastructure strategy	Schedule performance index and cost performance index for activities
			Linkages & partnership impact is visible in Disability Sector.	% Of active funding emanating from national, bilateral and multilateral agreements	0%	10%	20%	30%	40%	50%	Implement stakeholder engagement strategy; Implement cooperation agreement action plans	Schedule performance index and cost performance index for activities
			Key department processes are operational; Service turn-around time are met.	% Of key processes that are operational in the department; % Of service turnaround time met	0%	10%	30%	60%	80%	90%	Implement department processes for all programmes of department	Schedule performance index and cost performance index for activities
Organizational Capacity		<p>Improve partnership with stakeholders Improve infrastructure access Improve regulatory frameworks</p>	More access to funding and improved linkages with stakeholders.	% Of agreements and action plans implemented	0%	10%	30%	60%	70%	80%	Formulate and/or review agreements and action plans	Schedule performance index and cost performance index for activities
			Department infrastructure access improved.	% Of stakeholders that have access to infrastructure	0%	10%	20%	30%	40%	50%	Develop disability infrastructure strategy; Develop online monitoring report system	Schedule performance index and cost performance index for activities
			Relevant department procedures and guidelines, developed and/or reviewed.	% Of department procedures and guidelines developed and/or reviewed	0%	10%	30%	60%	80%	90%	Review existing procedures, processes and guidelines; Develop identified procedures, processes and guidelines; Develop resource mobilization and income strategy; Develop Stakeholder Engagement Strategy; Develop Monitoring and Evaluation framework	Schedule performance index and cost performance index for activities
			Have highly skilled and knowledgeable staff.	% Of personal development plans implemented	0%	10%	30%	60%	80%	90%	Develop and implement a PDD program to increase staff knowledge and skills	Schedule performance index and cost performance index for activities

7.7 TIER 3 SCORECARDS IMPLEMENTATION PLAN

Implementation of Tier 3 Scorecards Schedule

S/N	Activity	Responsibility	Due Date
1	Preparation Stage		
1.1	Organize refresher training on the NDCN Strategy and Operational Framework for all staff members	CEO	February 2024
2	Score carding Stage		
2.1	Organize an internal refresher session on Balanced Scorecard Strategic Alignment	CEO	February 2024
2.2	Develop and design relevant templates (must be as simple as possible)	CEO	February 2024
2.3	Develop personal objectives, corresponding measures, targets and initiatives or activities that are aligned to the Tier 2 Scorecard	Individuals	February 2024
2.4	Assign weights to personal objectives, corresponding measures, targets and initiatives or activities that are aligned to the Tier 2 Scorecard	Individuals	February 2024
2.5	Verify and vet the developed personal objectives, corresponding measures, targets and initiatives or activities	Supervisors	February 2024
2.6	Compile Individual Scorecards / Performance Agreements	All	March 2024
3	Performance Management Stage		
3.1	Sign Individual Performance Agreements (IPA)	All	March 2024
3.2	Implement the Individual Performance Agreements	All	April 2024
3.3	Monitor, Collect and File Performance Data	All	Ongoing
3.4	Mentor, Coach, develop subordinate's capacity to perform (Also cater for Contingencies [above 100%])	Supervisors	Ongoing

3.5	Conduct Performance Review, Scoring and Assessment	Management Committee	Bi-annually
3.6	Develop Performance Improvement Plan (PIP) for Staff members not meeting the set targets	Supervisors	TBA
3.7	Sign new Individual Performance Agreements (IPA)	All	TBA