



# **Integrated Strategic Business Plan**

FY2022/23 – FY2026/27

*“Nothing about us, without us”*

## Table of Contents

|   |           |
|---|-----------|
| <b>ABBREVIATIONS AND ACRONYMS .....</b>                                       | <b>4</b>  |
| <b>1 FOREWORD FROM THE MINISTER.....</b>                                      | <b>5</b>  |
| <b>2 MESSAGE FROM THE CHAIRPERSON OF THE BOARD .....</b>                      | <b>7</b>  |
| <b>3 EXECUTIVE SUMMARY BY THE DIRECTOR .....</b>                              | <b>8</b>  |
| <b>4 BACKGROUND TO THE NDCN .....</b>   | <b>9</b>  |
| 4.1 About Us.....   | 9         |
| 4.2 Mandate of the NDCN .....   | 9         |
| 4.3 Organizational Fact Sheet .....   | 10        |
| 4.4 Governance Structures and the Board of Directors.....                     | 10        |
| 4.4.1 <i>Financial, Risk, and Audit Committee (FAC)</i> .....                 | 11        |
| 4.4.2 <i>Human Resources and Remuneration Committee (HRRC)</i> .....          | 11        |
| 4.4.3 <i>Research and Development Committee (R&amp;DC)</i> . .....            | 12        |
| 4.5 Organizational Structure.....   | 13        |
| 4.5.1 <i>Management Committee (MC)</i> .....                                  | 13        |
| 4.5.2 <i>Office of the CEO</i> .....  | 14        |
| 4.5.3 <i>Research and Development (R&amp;D)</i> .....                         | 15        |
| 4.5.4 <i>Legal and Company Secretary</i> . .....                              | 16        |
| 4.5.5 <i>Corporate Services</i> .....   | 17        |
| 4.5.6 <i>Communication and Marketing</i> .....                                | 17        |
| 4.6 Key Business Risks.....   | 18        |
| <b>5 THE COMPETITIVE LANDSCAPE.....</b>                                       | <b>19</b> |
| 5.1 SWOT Analysis .....   | 19        |
| 5.2 Enablers and Challenges of Strategic Importance and Priority.....         | 20        |
| <b>6 NDCN'S INTEGRATED STRATEGIC BUSINESS PLAN 2022/2023 - 2026/2027.....</b> | <b>21</b> |
| 6.1 The Strategy Planning Process .....                                       | 21        |
| 6.2 High-level Statements .....   | 22        |
| 6.2.1 <i>Mission</i> .....  | 22        |
| 6.2.2 <i>Vision</i> .....   | 22        |
| 6.2.3 <i>Our Values</i> .....   | 22        |
| 6.2.4 <i>Strategic Themes and Strategic Results</i> .....                     | 23        |
| <b>7 THE NDCN STRATEGY 2022/23 - 2026/27 .....</b>                            | <b>24</b> |
| 7.1 Balanced Scorecard (BSC) Perspectives and Key Results.....                | 24        |

|           |  |           |
|-----------|--|-----------|
| 7.2       | Strategy Map.....  | 26        |
| 7.3       | Validating the Strategy against SWOT Analysis .....                        | 27        |
| <b>8</b>  | <b>FIVE YEAR BUSINESS IMPLEMENTATION PLAN .....</b>                        | <b>29</b> |
| 8.1       | Strategic Matrix .....   | 29        |
| <b>9</b>  | <b>FIVE-YEAR IMPLEMENTATION PLANS.....</b>                                 | <b>36</b> |
| 9.1       | Alignment of the Strategy .....  | 36        |
| 9.2       | Office of the CEO Business Plan .....                                      | 37        |
| 9.3       | Communication and Marketing Business Plan .....                            | 41        |
| 9.4       | Finance and Administration Business Plan.....                              | 45        |
| 9.5       | Human Resources Business Plan.....   | 51        |
| 9.6       | Legal and Company Secretariat Business Plan.....                           | 56        |
| 9.7       | Research and Development Business Plan.....                                | 63        |
| 9.8       | Risk Management Plan.....  | 67        |
| <b>10</b> | <b>ANNEXURES.....</b>  | <b>68</b> |
| 10.1      | The Balanced Scorecard Institute’s “Nine Steps to Success” Framework ..... | 68        |
| 10.2      | Full Organisational Structure .....  | 73        |

## ABBREVIATIONS AND ACRONYMS

|          |   |
|----------|---|
| ADR      | Alternative Dispute Resolution                                      |
| BSC      | Balance Score Card  |
| CEO      | Chief Executive Officer   |
| CPD      | Continuing Professional Development                                 |
| FAC      | Finance and Audit Committee   |
| FY       | Financial Year  |
| HR       | Human Resources   |
| HRC      | Human Resources Committee   |
| IA       | Internal Audit  |
| ICT      | Information and Communications Technology                           |
| i.e.     | That is   |
| ISBP     | Integrated Strategic Business Plan                                  |
| ISBIPs   | Integrated Strategic Business Implementation Plans                  |
| MC       | Management Committee  |
| MGEPEWSW | Ministry of Gender Equality, Poverty Eradication and Social Welfare |
| MoU      | Memorandum of Understanding   |
| NDCN     | National Disability Council of Namibia                              |
| PDP      | Personal Development Plan   |
| R&D      | Research and Development  |
| R&DC     | Research and Development Committee                                  |
| SWOT     | Strengthens, Weaknesses, Opportunities and Threats                  |

## **1 FOREWORD FROM THE MINISTER**

Worldwide, democratic countries are establishing policies and plans that promote the wellbeing of vulnerable groups including persons with disability, aimed at allowing them to participate effectively in all spheres of life. These categories of individuals in society have largely been left behind in initiatives that could benefit them socially and economically. It is, therefore, important for governments to institutionalise plans that allow the vulnerable groups in any society to access and benefit from programmes initiated by their governments. This is in line with international conventions and charters to which Namibia is a signatory.

The President of the Republic of Namibia, His Excellency Dr Hage G Geingob, on 22 March 2020 merged the functions of gender equality and child welfare, poverty eradication and social welfare, marginalized communities, and disability affairs, Consequently, the Ministry of Gender Equality, Poverty Eradication and Social Welfare was created.

The Ministry of Gender Equality, Poverty Eradication, and Social Welfare is the line ministry entrusted with disability affairs within the Republic of Namibia. The President of the Republic of Namibia, His Excellency Dr Hage G Geingob, appointed Hon Alexia Manombe-Ncube as a Deputy Minister within the MGEPEWSW specifically entrusted with disability affairs. It goes therefore without saying that the strong political will for and prominence given to disability affairs can neither be overemphasized nor be gainsaid.

The National Disability Council of Namibia (NDCN) was established with the mandate of championing the rights and equalisation of opportunities for persons with disabilities at national, regional, and international levels. It seeks to achieve this by facilitating the formulation of policies, programmes, and interventions geared towards ensuring persons with disabilities participate fully in social, economic, and political arenas of life without discrimination as provided for in the Constitution of Namibia and the National Disability Council Act, 2004 (Act No. 26 of 2004) among other legal and policy documents.

The Council is committed to developing and coordinating services for the welfare and inclusion of persons with disabilities in line with its vision of ensuring a barrier-free society for persons with disabilities and the attainment of the national Vision 2030; regional commitments through the Africa Agenda 2063; and international obligations through the Sustainable Development Goals.

Therefore, it is incumbent upon the NDCN to put effective programs, projects, and strategies in place that will create a conducive environment for all the stakeholders in the disability fraternity to actualize the promotion of the general welfare of persons with disabilities. The MGEPEWS will increase the annual budget allocation to the NDCN to the extent possible to capacitate the NDCN to fulfil its mandate. Constant interaction, cooperation, and synergy between the MGEPEWS and the NDCN are imperative for achieving our common goal as regards disability affairs.

Therefore, the Council needs to remain focused, resilient, and steadfast in pursuing the empowerment of its members to actively participate in governance issues. I wish to congratulate the Board, the management, and the staff of the Council for their commitment, discipline, and focus on performance in the implementation of the Strategic Plan (2022-2027).

---

**Hon. Doreen Sioka (MP)**

**Minister: Gender Equality, Poverty Eradication & Social Welfare**

## **2 MESSAGE FROM THE CHAIRPERSON OF THE BOARD**

The National Disability Council of Namibia (NDCN) was established in accordance with the National Disability Council Act, 2004 (Act No. 26 of 2004). The NDCN is not a direct service delivery agent on behalf of Offices, Ministries, and Agencies, but is mandated through other institutions to ensure that services are delivered to persons with disabilities.

The NDCN is also mandated to spearhead the advocacy of mainstreaming disability into legislation, policies, strategies programs, projects, and budgets of the central government, public entities, private sector, sub-national government, and other stakeholders, including civil society organisations. Similarly, the NDCN is mandated to monitor advocacy of disability-responsive budgeting by the MGEPEWSW through its Division for Disability Affairs at the levels of the legislature, judiciary, and executive.

The National Disability Council of Namibia's 2022-2027 Strategic Plan is ambitious. It defines the organizations's strategic direction and sets out its priorities and goals for the next five years. Developed in an inclusive and participatory manner, this Plan has been devised to enrich the experiences of the staff, stakeholders, and customers. As the Council moves into a new and exciting period and as it advances the rights and well-being of persons with disabilities and strengthens its disability programmes, the strategic plan captures key national priorities, the Harambee Prosperity Plan, Vision 2030, and positions the Council to be an important player in the disability ecosystem.

Despite the existing challenges, the Council is committed to the successful execution of the Plan. Through this plan, we will thus increase collaboration with the industries and all relevant stakeholders to positively impact the lives of persons with disabilities. In delivering on its mandate, the Council will be guided by the principles of access, equity, relevance, and quality. Since government funding decline has been noted as a global phenomenon, the Council will explore and implement strategies to generate new income streams for the Council.

---

**Hon. Lidwina Shapwa**  
**Board Chairperson: NDCN**

### **3 EXECUTIVE SUMMARY BY THE DIRECTOR**

It has become mandatory for the NDCN to develop and implement a Strategic Plan every five years. This Strategic Plan comes at a time of significant changes at the NDCN. The introduction of a new organizational structure is looming, a new leadership has just been appointed and new processes and procedures are being introduced. The initiatives under this Plan will ensure that the Council continues to fight for the rights of persons with disabilities and deliver a service to them.

The organization's Five-Year Strategic Plan sets the strategic destination of this organization as expressed through its high-level statements, namely, Mission and Vision statements. The focus of the Plan will be guided by four strategic themes, namely: Strategic partnerships; Alignment, integration, and monitoring of the Regulatory Environment; Further Public Understanding; and Organizational Sustainability. It is against this background that the strategic objectives were formulated; priority initiatives identified, and targets set. To achieve these set objectives, the organization has already taken steps that will ensure its staff continues to improve and meet the challenges and opportunities that lie ahead.

To achieve its vision, the Council subscribes to the principles of sustainability, effective planning, and implementation. The organization has deployed a Balanced Scorecard Framework as a tool for managing, monitoring, and evaluating the implementation of its plans to reduce bureaucracy and enhance service delivery and accountability.

In a thrust to respond to key high-level initiatives of government, such as Vision 2030, the Council has implemented several national development projects that include among others, the legislative review project and the annual monitoring report project. The coming five years will see the organization introduce more programmes for persons with disabilities and a strong drive for capacity development, amongst others. Similarly, the attainment of the organization's aims and objectives outlined in this Plan means the Council cannot and will not maintain the status quo. The institution must henceforth commit to ensuring that it implements what it has planned. The institution regularly reviews the progress it makes and closes loopholes while at the same time seize opportunities that present themselves along the way. It is business from day one!

---

**Mrs Angelique Philander**  
**Director: NDCN**



## **4 THE BACKGROUND TO THE NDCN**

### **4.1 About Us**

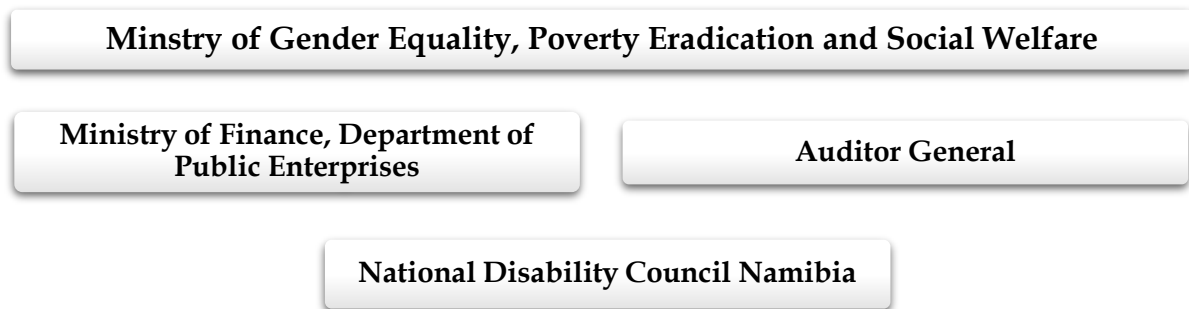
The National Disability Council of Namibia (NDCN) herein referred to as the Council, is a statutory body established in terms of the National Disability Council Act of 2004, (Act no. 26 of 2004). The Council is mandated to monitor the implementation of the National Policy on Disability; identify provisions in any law, that may hinder the implementation of the National Policy on Disability and make recommendations in that regard; 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; comment on proposed legislation which may affect persons with disabilities in any manner; initiate amendments to the National Policy on Disability and in general to take all necessary steps to improve the situation of persons with disabilities in Namibia.

### **4.2 Mandate of the NDCN**

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 disabilities 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.

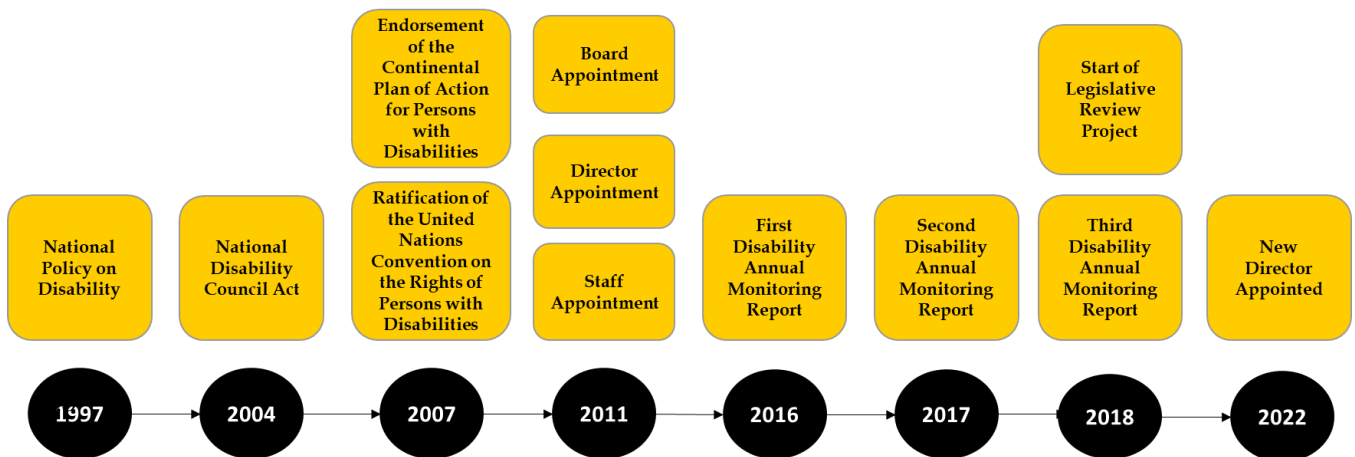
The reporting structure is illustrated below:



### 4.3 Organizational Fact Sheet

#### Brief History

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). Below is the timeline of major events so far:



### 4.4 Governance Structures and the Board of Directors

The NDNC is established by the Ministry of Gender Equality, Poverty Eradication and Social Welfare (MGEPSW), its line ministry, to provide services to its customers and stakeholders, and to protect the interest of the Government (shareholder). In line with the Public Enterprises Governance Act (PEGA), 2019 (Act No. 1 of 2019), the NDCN will in addition be reporting to and engaging with the Ministry of Finance, Department of Public Enterprises (MoF, DPE), on the governance and compliance of policy matters.

In terms of Corporate Governance, the NDCN subscribes to the best practices outlined in governance instruments including the Corporate Governance Code of Namibia (NamCode) and the Public Enterprises Governance Act (PEGA), 2019 (Act No. 1 of 2019).

One of the key principles in good governance is the establishment of a unitary Board which reflects a balance of power. To ensure that no one individual, or group of individuals yield unfettered power on the Board, the shareholder appoints seven independent non-executives as Board members for three years to set the Company's strategic direction and oversee the effective implementation of good governance practices. The Board of Directors reports to both the MGEPEWS as the shareholder as well as to MoF, and DPE for statutory reporting.

The Minister constitutes the Board of the NDCN in terms of in terms of Section 5 of the National Disability Council Act of 2004, (Act no. 26 of 2004). It is thus the shareholder's expectation that the Board shall, in directing the NDCN, exercise leadership, enterprise, integrity, and judgment based on transparency, fairness, accountability, and responsibility, whilst at all times acting ethically and considering its social responsibilities without compromising the natural environment.

The NDCN has, in terms of sections 3, 12, and 13 read together with Section 14 of the National Disability Council Act 2004, delegated certain functions to the Board of Directors, the Director, and other statutory committees that are established under the National Disability Council Act of 2004, without abdicating its responsibilities. The functions have been delegated to the following committees:

#### ***4.4.1 Finance, Risk and Audit Committee (FRAC);***

The primary purpose of this committee is to assist the Council in discharging its duties relating to the safeguarding of assets, the operation of adequate systems, and control processes, and the preparation of accurate financial reporting, state of compliance with all applicable legal requirements, and accounting standards, and risk management.

#### ***4.4.2 Human Resources and Remuneration Committee (HRRC); and***

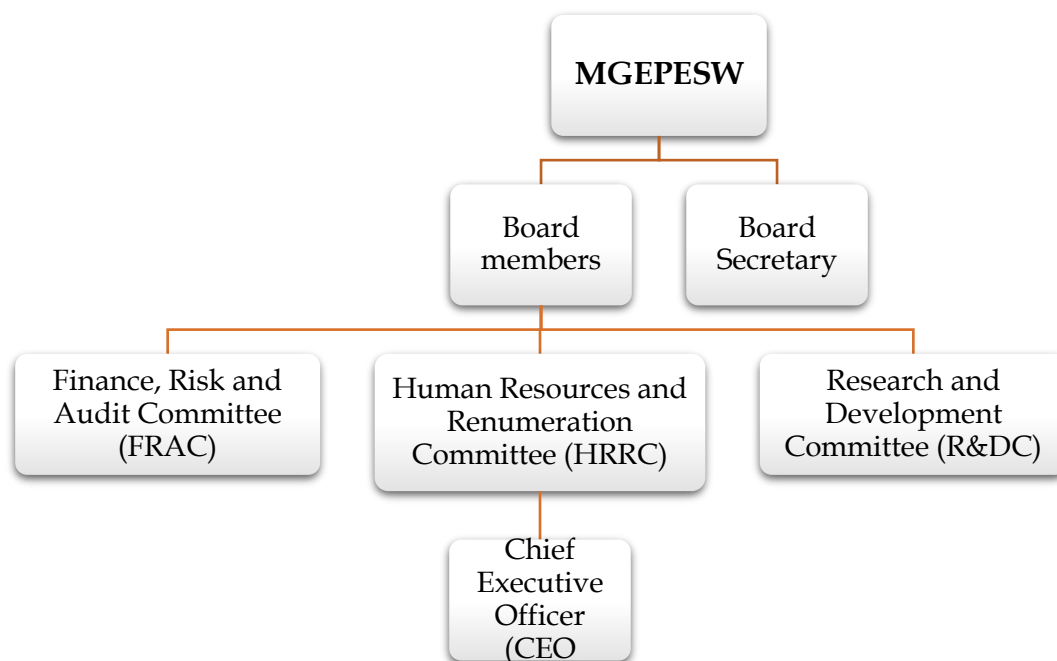
This committee's major duties are to oversee compliance with HR-related policies and provide advice on such policies to the Council as well as to initiate and oversee the formulation and review of all HR-related policies and recommend to the Council for approval with due

consideration of guidelines contained in the Labour Act, 2007 and Public Enterprises Governance Act 1 of 2019 where appropriate.

#### 4.4.3 *Research and Development Committee (R&DC).*

The primary purpose of this committee is to assist the Council in discharging its duties relating to the mandate of the Council as set out in section 3 of the National Disability Council Act, 2004.

Below is the current governance structure that is earmarked to guide and direct the implementation of this Integrated Strategic Business Plan 2021-27:



From time to time, the Board may create ad hoc committees to examine specific issues on behalf of the Board.

The CEO directs the operational aspects of a company whilst the board of directors oversees the company. The CEO is responsible for the overall success of a business entity and for making top-level managerial decisions.

The Company Secretary is required by law with the key responsibility of ensuring that Board members have the proper advice and resources for discharging their fiduciary duties to shareholders. The Company Secretary at the NDCN is also responsible for ensuring that the

records, or minutes of the Board's actions during Board meetings, reflect the proper exercise of those fiduciary duties. The duty of recording accurate and sufficient documentation to meet legal requirements (record management) is of primary importance. In addition, a confidante and resource to the NDCN Board and senior management, providing advice and counsel on board responsibilities and logistics.

The legislations that regulate the NDCN are:

- National Disability Council Act of 2004, (Act no. 26 of 2004) - Founding act for the establishment of the NDCN.
- Public Enterprises Governance Act (PEGA), 2019 (Act No. 1 of 2019) - Make provision for the efficient governance of public enterprises and the monitoring of their performance; to make provision for the restructuring of public enterprises; to provide for the powers and functions of the Minister of Public Enterprises; and to make provision for incidental matters.

#### **4.5 Organisational Structure**

The NDCN has about 9 staff members in employment. The company has 4 departments. The departments are headed by Heads of Departments and are responsible for various areas of specialisation.

The core business functions of the NDCN lie within the Department of Research and Development and Legal and Company Secretary with the rest of the departments being support functions.

The NDCN is proposing a restructuring of its organizational structure because the current structure is too administrative heavy and does not cater to all the functions of the NDCN as specified in the National Disability Council Act. *See section 8.4 for the full proposed structure.*

##### **4.5.1 Management Committee (MC)**

The management of day-to-day activities of the NDCN is delegated to the Director/CEO and the Management Committee, which is chaired by the Director/CEO. The Director/CEO and the Management Committee members guide the strategic and policy direction of the NDCN.

The Management Committee is comprised of the following members:

- a) Director/ CEO;

- b) Head: Research and Development;
- c) Head: Legal Advice and Company Secretariat; and
- d) Head: Corporate Services
- e) Head: Communication and Marketing.

The members of the MC represent the functional legs of the organization necessary to execute the NDCN’s mandate. The functional legs are described below:



**4.5.2 Office of the Director/ CEO**

The Director/ CEO is responsible for implementing the strategy set by the Council, while also exercising a supervisory role of the Heads of departments.

Below is the proposed organogram of the office of the Director/ CEO that is earmarked to successfully implement this Integrated Strategic Business Plan for the Year 2022-27:

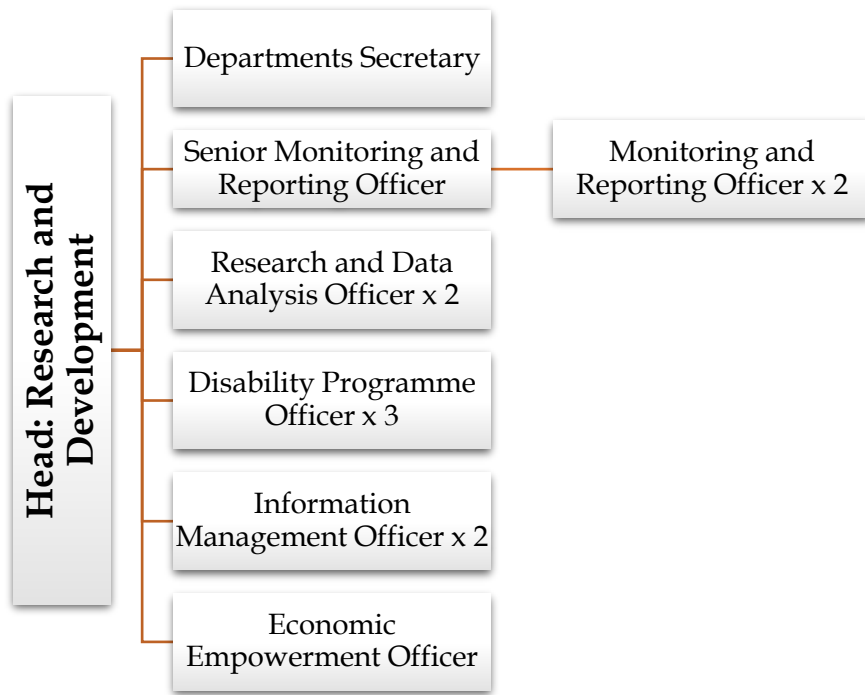


#### 4.5.3 *Research and Development (R&D)*

**The R&D department aims:**

- to monitor and report on the implementation of the National Disability Policy;
- to develop capacity development and awareness programmes for persons with disability;
- to implement and maintain the disability information management system;
- to manage the development of platforms for knowledge management;
- to recognize outstanding contributions made to disability in Namibia; and
- to create linkages and partnerships with organisations of persons with disability.

Below is the proposed departmental organogram that is proposed to successfully implement this Integrated Strategic Business plan for the Year 2022-27:



#### 4.5.4 *Legal and Company Secretary*

The Legal and Company Secretary aims:

- to manage and develop policy, regulations, and other legislative frameworks;
- to support, advise, and give guidance including relevant corporate governance guidance;
- to communicate regularly with the board and arrange board meetings; and
- to make sure that the company is legally compliant in various areas.

Below is the proposed departmental organogram that is earmarked to successfully implement this Integrated Strategic Business plan for the Year 2021-27:



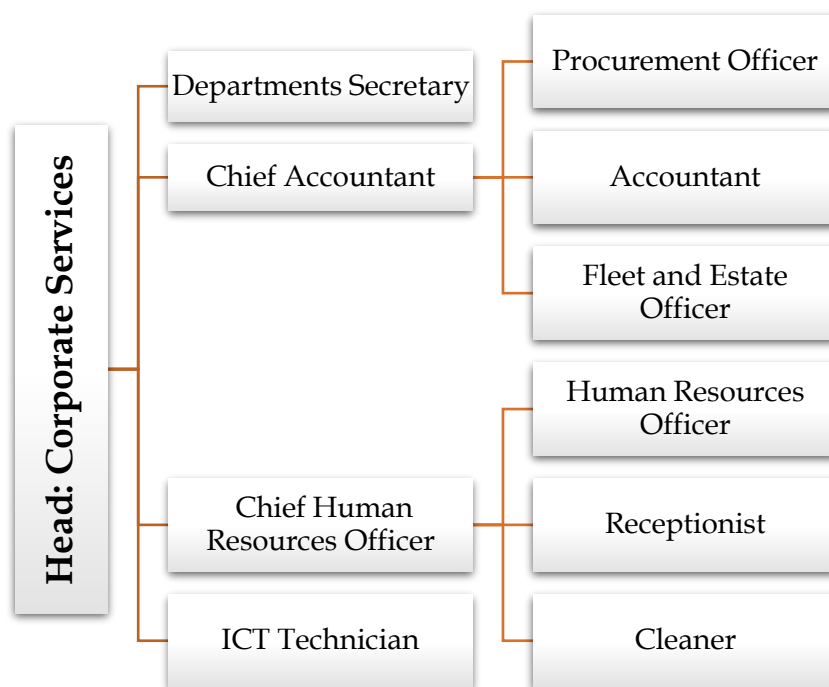


#### 4.5.5 Corporate Services

Corporate Services aims:

- to provide the required finance administration, estate and fleet logistical, customer and stakeholder, and cleaning support services to the Council;
- to manage and provide accurate and timely information about the Council's financial position;
- to deliver strategic human resources programs, services, and technologies to build a talented, diverse, engaged, and productive workforce in support of the corporate strategy;
- to ensure appropriate investment opportunities; and
- to provide strong, flexible, efficient, and secure Information and Communication Technology (ICT) services enabling the NDCN and its stakeholders to meet the needs of the NDCN strategic vision.

Below is the proposed departmental organogram that is earmarked to successfully implement this Integrated Strategic Business plan for the Year 2021-27:



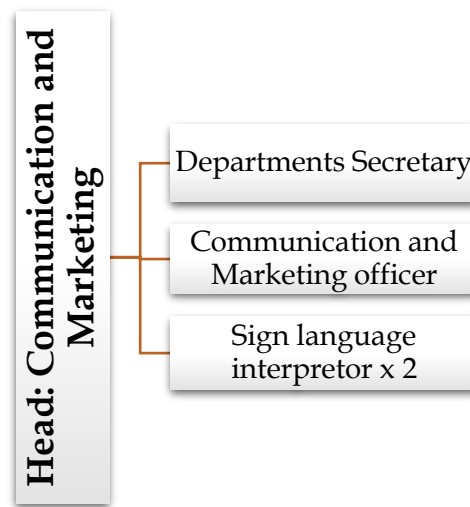
#### 4.5.6 Communication and Marketing

Communication and Marketing aims:

- to strategically position the NDCN both internally and externally as an effective and valuable driver of disability in Namibia;

- to establish key communications and marketing avenues that will optimally best serve the NDCN image in the eyes of our disability stakeholders;
- to build relationships with customers and respond to inquiries from customers and stakeholders;
- to manage the website and social media platforms of the NDCN; and
- to assist with conferences, workshops, and other events.

Below is the proposed departmental organogram that is earmarked to successfully implement this Integrated Strategic Business plan for the Year 2021-27:



#### 4.6 Key business risks

Risk Management at the NDCN requires a broad understanding of internal and external risk factors that can impact the achievement of strategic objectives in the integrated plan. Historically, risks to the NDCN’s success have not been considered. Therefore, in the second year of the integrated plan, the NDCN will assess its internal and external environment in terms of the risk factors that can impact the achievement of the strategic objectives in the integrated plan and develop a risk management policy as well as a risk register with its reporting process.

## 5 THE COMPETITIVE LANDSCAPE

### 5.1 SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, and so a SWOT Analysis is a technique for assessing these four aspects of an Organisation. Strengths and weaknesses are internal to the organisation, i.e., things that the organisation has some control over and can change.

Opportunities and threats are external to the organization, i.e., things that are going on outside your company, or in the larger market. The organization can take advantage of opportunities and protect against threats but cannot change them.

Strengths and opportunities are herein regarded as enablers because they enable an organization to execute the strategy while weaknesses and threats are herein regarded as challenges since they constrain and restrict strategy execution.

A SWOT analysis further organizes the top strengths, weaknesses, opportunities, and threats into an organized list and is usually presented in a tabular format. As part of the organizational assessment, the NDCN conducted a SWOT analysis, and the results are indicated below:

| <b>NDCN SWOT Analysis</b> |                      |  |
|---------------------------|----------------------|--|
| <b>Enablers</b>           |                      |  |
| <b>Internal</b>           | <i>Strengths</i>     |  |
|                           | 1                    | Strong institutional memory  |
|                           | 2                    | Own office space   |
|                           | 3                    | Disability Annual Monitoring Report  |
|                           | 4                    | National Disability Council Act, 2004 (Act No. 26 of 2004) in place  |
|                           | 5                    | Administrative policies in place   |
| <b>External</b>           | <i>Opportunities</i> |  |
|                           | 1                    | Political will/support   |
|                           | 2                    | Direct engagement of stakeholders  |
|                           | 3                    | International and regional recognition as leaders/trendsetters in disability affairs                       |
|                           | 4                    | Enactment of the Public Enterprises Governance Act, 2019 (Act No. 1 of 2019) that enhances good governance |
|                           | 5                    | Domestication of international instruments to introduce international and regional standards               |
|                           | 6                    | Disability Fund/Levy   |

| <b>NDCN SWOT Analysis</b> |  |   |
|---------------------------|--|---|
| <b>Challenges</b>         |  |   |
| <b>Internal</b>           | <i>Weaknesses</i>  |   |
|                           | 1  | Non-representation of NDCN in the Regions                           |
|                           | 2  | Outdated National Disability Council Act, 2004 (Act No. 26 of 2004) |
|                           | 3  | Too many vacancies (understaffing)                                  |
|                           | 4  | High labour turnover  |
|                           | 5  | Lack of financial expertise   |
|                           | 6  | Lack of ICT expertise   |
|                           | 7  | Poor ICT infrastructure   |
|                           | 8  | Conflict of interest  |
|                           | 9  | Inadequate organizational structure                                 |
|                           | 10   | Lack of revenue streams   |
| 11                        | Ageing fleet   |   |
| <b>External</b>           | <i>Threats</i>   |   |
|                           | 1  | COVID-19  |
|                           | 2  | Global and national economic downturn                               |
|                           | 3  | Inadequate, dwindling budget  |
| 4                         | Strained relations between NDCN Management and the Line Ministry |   |

## 5.2 Enablers and Challenges of Strategic Importance and Priority

Following a thorough SWOT assessment exercise, the NDCN identified six (6) enablers and six (6) challenges that are of strategic importance and priority below:

| <b>No.</b> | <b>Enablers</b>  | <b>No.</b> | <b>Challenges</b>                        |
|------------|--|------------|--|
| 1          | Strong value proposition   | 1          | Lack of investment in human capital      |
| 2          | Administrative policies in place                                   | 2          | Outdated legislative frameworks          |
| 3          | Qualified staff  | 3          | Weak/poor brand identity                 |
| 4          | Existing office infrastructure                                     | 4          | Inadequate financial resources           |
| 5          | National Disability Council ACT, 2004 (Act No.26 of 2004) in place | 5          | Leadership gap for over 3 years          |
| 6          | Strong institutional memory  | 6          | Limited political support for Disability |

The elements of this integrated strategic business plan are crafted to ensure that the NDCN can capitalize on the above-mentioned enablers, while at the same time addressing the challenges.

The NDCN will also focus on leveraging its strengths and at the same time aiming to improve on its weaknesses to convert them into strengths. The NDNC has also identified good

opportunities which, if taken advantage of will assist the organisation to reach some of its planned objectives. Threats identified by the NDCN will be monitored and mitigated as far as possible.

## **6 NDCN'S INTEGRATED STRATEGIC BUSINESS PLAN 2022/23 - 2026/2027**

### **6.1 The Strategy Planning Process**

The development of the Integrated Strategic Business Plan for 2022/23 to 2026/27 was necessitated by the need to move NDCN from a point of a developing Public Enterprise to an established organization. The initiative resulted in the development of this five-year Integrated Strategic Business Plan (ISBP).

The NDCN Integrated Strategic Business Plan for 2022/23 to 2026/27 aims to improve service provision to customers and address issues to put more emphasis on the execution of the core mandate of NDCN. The enhancement of legislative services and frameworks also features prominently in the current strategy in the amendment of the National Disability Council Act with the Persons with Disability Bill and the National Policy on Disability as well as the functions of the Council to investigate laws and national programmes discriminating against the rights of persons with disabilities as well as the exclusion of persons with disabilities in these laws and programmes.

The NDCN Board of Directors together with the Management convened a strategic planning initiative to develop a five-year (2022 - 2027) Integrated Strategic Business Plan that is guided by our vision and mission statement. The Integrated Strategic Business Plan was approved by the Board as per resolution number CM NDCN 05/07/2022. The NDCN's strategy accurately reflects the strategic outcome-oriented goals and objectives that the Council will endeavour to achieve over the period 2022-2027.

The **NDCN's Integrated Strategic Business Plan for 2022/23 to 2026/27**, provides the strategic direction of the NDCN aimed at achieving its Mandate, Vision, Mission, and Strategic Objectives over the next 5 years. The strategic planning process started with an in-depth **Situational Analysis** using SWOT analysis tools to conduct internal and external environmental assessment that allows us to understand, predict, and influence the environment in which we are operating as a Public Enterprise. The NDCN then proceeded to

validate and consolidate its High-Level Statements (i.e., **Mandate, Vision, Mission, and Core Values**). **Strategic Issues** that the NDCN was going to focus on for the next 5 years were identified at a 3-day workshop. The following four Strategic Themes were identified to serve as focus areas of our strategy: **Strategic Partnerships; Alignment, integration, and monitoring of Regulatory Environment; Further Public Understanding, and Organizational Sustainability.**

We concluded the strategic planning process by formulating well defined **Strategic Objectives, Strategic Initiatives, Key Performance Indicators (KPIs), and Targets** that are aimed at addressing the identified strategic issues.

Finally, this Integrated Strategic Business Plan would not have been possible without the contribution, commitment, and dedication of all staff members of NDCN and approval by the Board.

## **6.2 High-level Statements**

The ISBP is a living document and guiding tool toward NDCN's new strategic intent that comprises the following high-level statements:

### **6.2.1 Mission**

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

### **6.2.2 Vision**

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

### **6.2.3 Our 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 broad consultation in the delivery of our services.

#### 6.2.4 Strategic Themes and Strategic Results

Strategic themes are regarded as the main, broad-based, and organization-wide focus areas of the NDCN that are used to direct the staff effort on accomplishing the vision. For each theme, there is a corresponding strategic result which is a desired outcome for the main focus areas of the strategy.

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 optimize 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 mobilization 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.

To ensure effective implementation of the strategy, eleven objectives were developed out of the four strategic themes.

| NDCN Balanced Scorecard Strategic Themes and Objectives |   |
|---|---|
| Themes  | Objectives                                    |
| <i>Strategic partnerships</i>                           | Improve Customer and Stakeholder Satisfaction |

|   |  |
|---|--|
|   | Improve Partnership Frameworks   |
| <i>Alignment, integration, and monitoring of the Regulatory Environment</i> | Improve Policy & Regulatory Frameworks   |
| <i>Further Public Understanding</i>   | Increase Advocacy and Diplomacy  |
|   | Improve Disability Outputs   |
|   | Improve Customer & Stakeholder Awareness, Inclusion, and Capacity development. |
|   | Improve Brand Identity   |
| <i>Organizational Sustainability</i>  | Increase Funding by 10% annually   |
|   | Improve Internal Processes   |
|   | Improve Infrastructure Access  |
|   | Increase Human Capital Investment  |

The strategy was developed after performing an environment scanning which comprised a SWOT analysis to identify external and internal factors that affect the NDCN's current and future business operations and sustainability.

## **7 THE NDCN STRATEGY 2022/23 - 2026/2027**

The strategy was developed according to the Institute's *"Nine Steps to Success"*™ Framework, however, customised to suit the needs of the NDCN's strategic intent. We seek to deliver on our core purpose through our four Strategic Themes and Strategic Objectives, supported by current key initiatives in various stages of implementation, as well as new initiatives identified as part of the new 2022 - 2027 integrated strategic plan.

To turn our strategy into action, our business model depicts the process of value creation through the four themes on which we depend. Value creation is, however, impacted by our external environment and the inherent risks facing the Council. We will strive, through initiatives in this strategic plan, to mitigate any potential risks within our span of control to ensure resilience and the ability to create value in the short, medium, and long term.

### **7.1 Balanced Score Card (BSC) Perspectives and Key Results**

This strategy is based on the four perspectives of the Balanced Scorecard (BSC) framework comprising Organisational Capacity, Internal Processes, Financial perspective, and Customer and Stakeholder perspective.



The perspectives are regarded as the lenses through which, or the dimensions against which, the NDCN performance can be viewed. As a mission-driven government-owned enterprise, the NDCN chose the following BSC Perspectives:

**Customer and Stakeholder Perspective.**

The NDCN was created to serve customers and to keep stakeholders engaged in furthering Disability in Namibia for Namibia. *The key results in this perspective are related to the satisfaction and retention of customers and stakeholders.*

**Financial Perspective.**

For the NDCN to keep customers and stakeholders satisfied it must maximize the value of its mission by mobilizing and/or generating funding for its efforts and managing its finances effectively to ensure the sustainability of effort and subsequently significant development impact on Disability. *The key results in this perspective are related to value creation, effective use of resources, and accountability.*

**Internal Processes Perspective.**

For the NDCN to maximize the value of its mission, it must manage and improve its internal processes so that it can deliver services better, faster, and more cost-effective. *The key results in this perspective are related to efficiency and quality.*

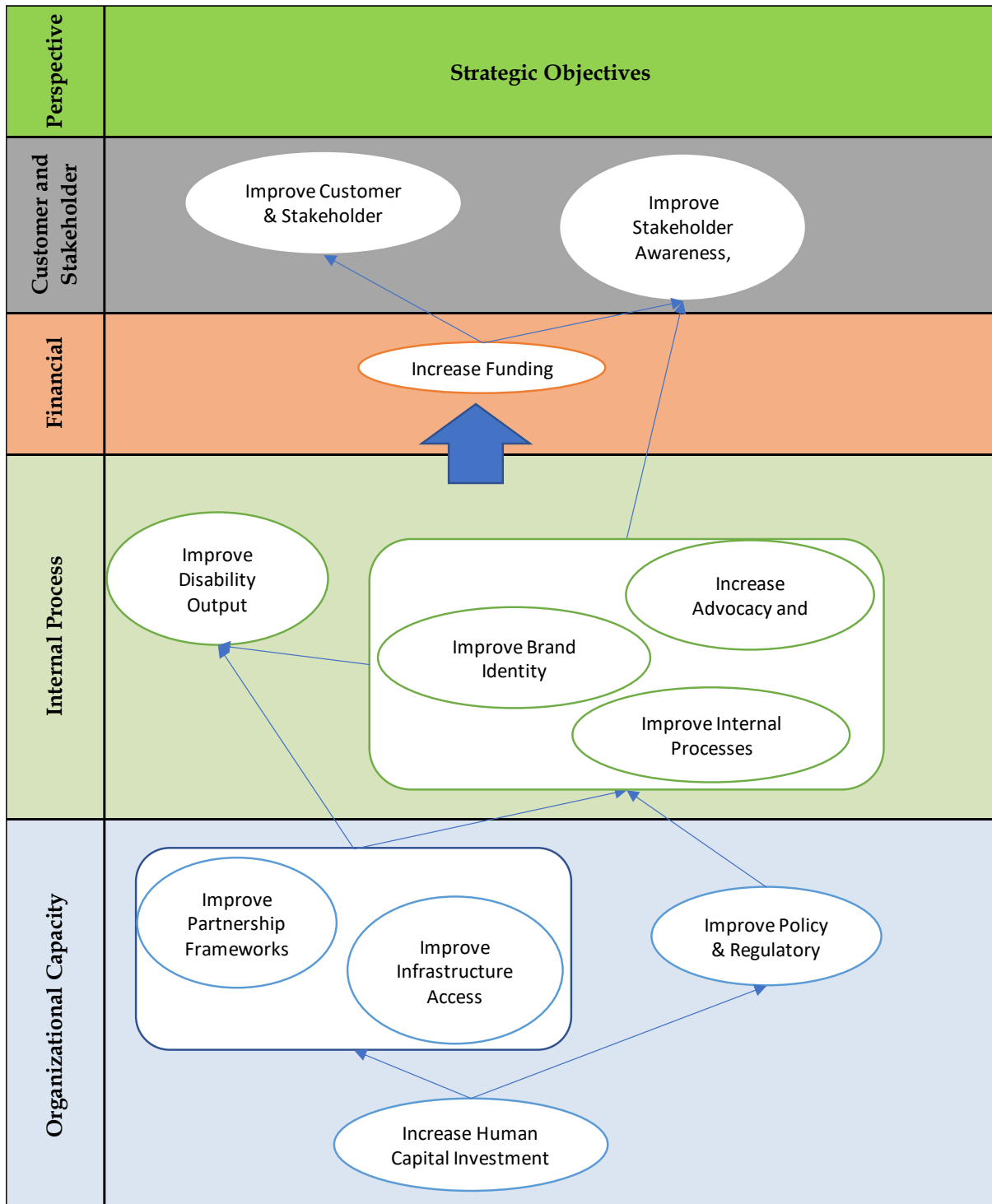
**Organizational Capacity Perspective.**

For the NDCN to have an efficient and quality service delivery, it needs to develop a sustainable capacity through improved skills and knowledge abilities, tools, technologies, culture, and leadership to support the internal processes. *The key results in this perspective are related to human capital, tools, policy and legal frameworks, technology, infrastructure, and culture.*

The above BSC Perspectives can also be read bottom-up to indicate how the NDCN builds value from inside to outside in the sense that improvements in organizational capacity will drive improvements in internal processes which in turn will drive the required financial, customer, and stakeholder results.

## 7.2 Strategy Map

The NDCN set eleven strategic objectives to ensure the attainment of its vision. Below is the Strategy Map indicating how the identified Strategic Objectives will be used by the NDCN to create customer and stakeholder value as well as a strategic link to the vision through a cause-and-effect relationship between the Strategic Objectives.



The arrows depict the flow of value inspired by an if-then logic/thinking. This means that if Human Capital Investments are increased, it will lead to an improvement in partnership frameworks, policy and regulatory frameworks, and Disability infrastructure access, which will lead to an improvement in internal processes, brand identity as well as advocacy and diplomacy. If there is an improvement in partnership frameworks, policy and regulatory frameworks, Disability infrastructure access, internal processes, brand identity as well as advocacy and diplomacy, then this will lead to improvements in Disability outputs, that being publications, new products, new services, etc. If increased Disability outputs are combined with improvements in internal processes, brand identity as well as advocacy, and diplomacy then this will ultimately result in increased funding and/or cashflow into the NDCN account which will then necessitate the NDCN to improve Disability awareness among stakeholders and improve customers and stakeholder satisfaction.

### 7.3 Validating the Strategy against the SWOT Analysis

The NDCN aims to mitigate and reduce the six (6) challenges identified in the SWOT analysis that are of strategic importance and priority over the five years of this strategic plan:

| No. | Challenges                          | No. | Strategic Objective to Mitigate Challenges, Maximize Strengths, and Capitalize on Opportunities  |
|-----|-------------------------------------|-----|--|
| 1   | Lack of investment in human capital | 1   | O1: Increase Human Capital Investment<br>O3: Improve Infrastructure Access<br>I1: Improve Internal Processes<br>F1: Increase Funding by 10% annually<br>CS2: Improve Customer and Stakeholder Satisfaction |
| 2   | Outdated legislative frameworks     | 2   | O2: Improve Policy & Regulatory Frameworks<br>O3: Improve Infrastructure Access<br>O4: Improve Partnership Frameworks<br>I1: Improve Internal Processes<br>I4: Increase Advocacy and Diplomacy             |
| 3   | Weak/poor brand identity            | 3   | O3: Improve Infrastructure Access  |

|   |  |   |  |
|---|--|---|--|
|   |  |   | <p>O4: Improve Partnership Frameworks</p> <p>I2: Improve Brand Identity</p> <p>I3: Improve Disability Outputs</p> <p>I4: Increase Advocacy and Diplomacy</p> <p>CS2: Improve Customer and Stakeholder Satisfaction</p>   |
| 4 | Inadequate financial resources           | 4 | <p>O4: Improve Partnership Frameworks</p> <p>I1: Improve Internal Processes</p> <p>F1: Increase Funding by 10% annually</p>  |
| 5 | Leadership gap for over 3 years          | 5 | <p>O1: Increase Human Capital Investment</p> <p>O2: Improve Policy &amp; Regulatory Frameworks</p> <p>I1: Improve Internal Processes</p> <p>CS2: Improve Customer and Stakeholder Satisfaction</p>   |
| 6 | Limited political support for Disability | 6 | <p>O2: Improve Policy &amp; Regulatory Frameworks</p> <p>O4: Improve Partnership Frameworks</p> <p>I3: Improve Disability Outputs</p> <p>I4: Increase Advocacy and Diplomacy</p> <p>CS1: Improve Customer &amp; Stakeholder Awareness, Inclusion, and Capacity development</p> <p>CS2: Improve Customer and Stakeholder Satisfaction</p> |

## 8 FIVE-YEAR BUSINESS IMPLEMENTATION PLAN – A BALANCED SCORECARD APPROACH

This section summarizes the sectional business implementation of the NDCN’s ISBP. These plans aim to demonstrate the resource requirements of the implementation.

### 8.1 Strategic Matrix

The Corporate Strategic Matrix was developed by the Board, Management, and staff as an implementation tool to ensure prioritization and progress is made. The Strategic Matrix is aligned with the five-year strategy and will be used as input for the CEO’s Scorecard for the 5 years. Furthermore, the Strategy Matrix will be used to develop annual business plans for the NDCN.

Based on the results of the SWOT assessment, the identified strategic themes, and respective strategic results the NDCN has identified Strategic Objectives with respective key performance indicators/ measures (KPIs) to create value at the Organization-wide (Tier 1) level using the renowned Balanced Scorecard Institute’s “*Nine Steps to Success*™ Framework. The table below indicates the identified Tier 1 Strategic Objectives, Intended Results, Key Performance Indicators/ Measures, and Strategic Initiatives.

| Perspective              | No. | Strategic Objective                                  | Intended Results   | Key Performance Indicator/ Measure | Targets                                 | Strategic Initiative                                   | Delegated Lead |
|--------------------------|-----|--|--|------------------------------------|---|--|----------------|
| Customer and Stakeholder | C2  | <i>Improve Customer and Stakeholder Satisfaction</i> | 1) Customers are pleased with Service Delivery.<br>2) Stakeholders are | Satisfaction Survey Rating         | Increase from baseline to 80% by Year 5 | Implement a Stakeholder Experience Management Strategy | ALL            |

| Perspective  | No. | Strategic Objective  | Intended Results   | Key Performance Indicator/ Measure      | Targets                                      | Strategic Initiative  | Delegated Lead  |
|--|-----|--|--|---|--|---|---|
|  |     |  | pleased with Mandate Execution.  |   |  |   |   |
|  | C1  | <i>Improve Customer &amp; Stakeholder Awareness, Inclusion, and Capacity development</i> | 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, Communication and Marketing |
| Customers and Stakeholders participate in NDCN initiatives.  |     |  | % Of targeted persons with disability population attending NDCN disability initiatives | Increase from baseline to 60% by Year 5 |  |   |   |
| 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             |   |

| Perspective | No. | Strategic Objective                     | Intended Results   | Key Performance Indicator/ Measure                   | Targets                                 | Strategic Initiative  | Delegated Lead              |
|-------------|-----|---|--|--|---|---|-----------------------------|
|             |     |   | NDCN monitors and evaluates the inclusion of persons with disability in key national programs. | % 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 Policy | Communication and Marketing |
| Financial   | F1  | <i>Increase Funding by 10% annually</i> | Human, infrastructure, and financial resources are sufficient to execute the mandate.          | % Increase in Funds mobilized from external sources  | Increase by 5% Annually                 | Implement a Resource Mobilization Policy                            | All                         |

| Perspective        | No. | Strategic Objective             | Intended Results   | Key Performance Indicator/ Measure  | Targets   | Strategic Initiative                            | Delegated Lead                                |
|--------------------|-----|---------------------------------|--|---|---|---|---|
| Internal Processes | 14  | Increase Advocacy and Diplomacy | Linkages & partnership impact is visible in Disability Sector.         | % Of Active Funding emanating from National, Bilateral, and Multilateral Agreements | Increase by 5% 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           | Finance and Administration , Internal Auditor |
|                    |     |                                 | Political decision-makers are aware and supportive of our initiatives. | Number of engagements with Line Ministry and other stakeholders                     | At least once a Quarter                           |   | CEO   |
|                    |     |                                 |  | Number of engagements with Parliament Standing Committees                           | At least once a Quarter                           | CEO   |   |



| Perspective | No. | Strategic Objective               | Intended Results  | Key Performance Indicator/ Measure                                  | Targets  | Strategic Initiative                                      | Delegated Lead              |
|-------------|-----|-----------------------------------|---|---|--|---|-----------------------------|
|             | I3  | <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    |
|             | I2  | <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 |
|             | I1  | <i>Improve Internal Processes</i> | <p>Programs and systems have clear processes &amp; procedures.</p> <p>There is timely flow of information.</p> <p>Turnaround time is reduced.</p> | % Of service turnaround time met                                    | Increase from baseline to 90% in the next 5 Years  | Implement the Business Process Improvement Program        | ALL                         |

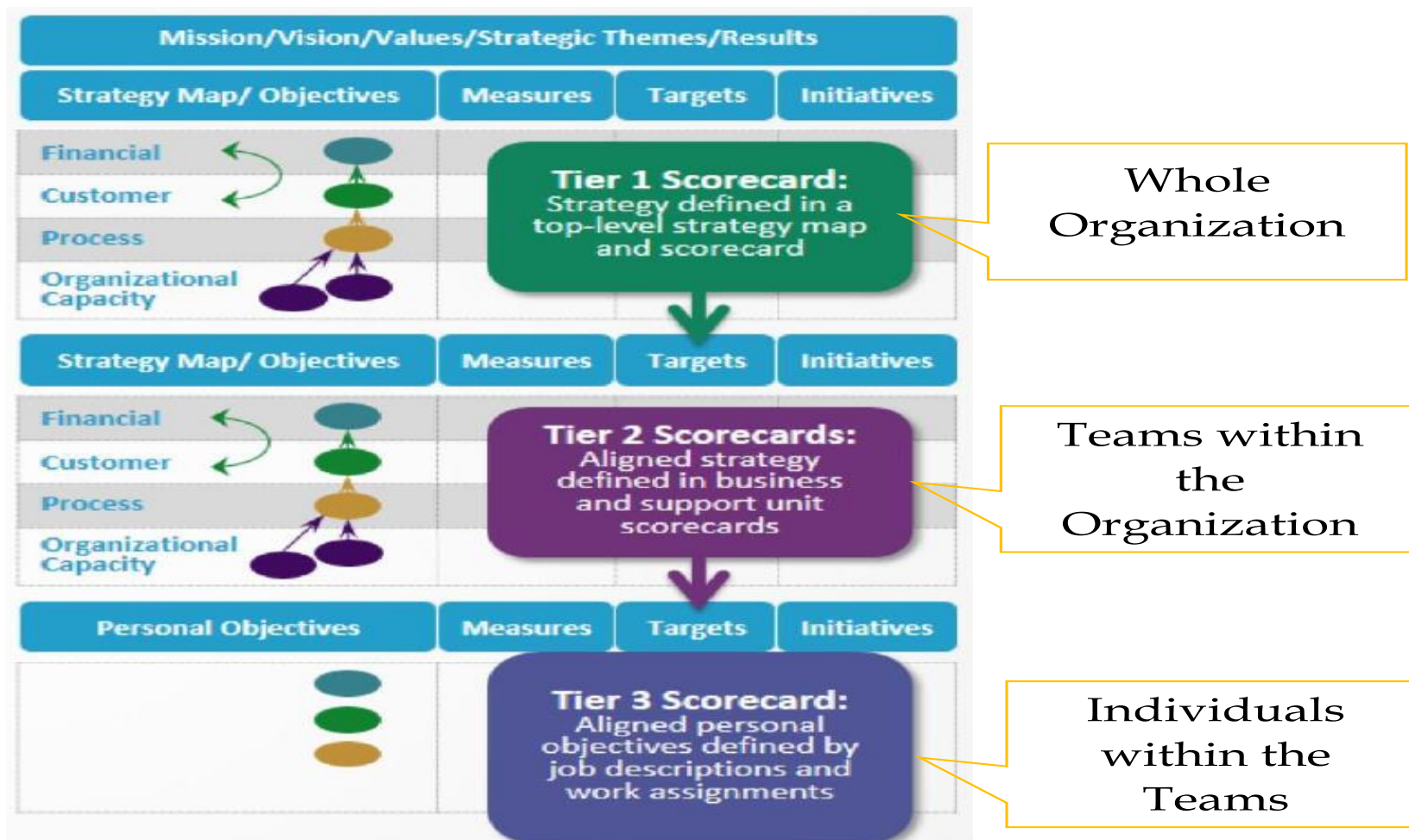
| Perspective             | No. | Strategic Objective                              | Intended Results  | Key Performance Indicator/ Measure                                     | Targets   | Strategic Initiative   | Delegated Lead           |
|-------------------------|-----|--|---|--|---|--|--------------------------|
|                         |     |  | Services are easily accessible.                           |  |   |  |                          |
| Organizational Capacity | O4  | <i>Improve Partnership Frameworks</i>            | Linkages and collaborations are active.                   | % Of Cooperation Agreements active                                     | Increase from baseline to 80% in the Next 5 Years | Develop the Cooperation Agreement Action Plan                        | ALL                      |
|                         | O3  | <i>Improve Infrastructure Access</i>             | Infrastructure access is well coordinated.                | % Of Stakeholders that have access to Infrastructure                   | Increase from baseline to 50%                     | Develop/ review and Implement the Disability Infrastructure Strategy | Research and Development |
|                         | O2  | <i>Improve Policy &amp; Regulatory Framework</i> | Frameworks are implemented and adhered to /complied with. | % Of Policy and Regulatory Frameworks developed/ reviewed and approved | Increase from baseline to 90% in the Next 5 Years | Implement Corporate as well as Disability                            | ALL                      |

| Perspective | No. | Strategic Objective                      | Intended Results   | Key Performance Indicator/ Measure                        | Targets   | Strategic Initiative  | Delegated Lead |
|-------------|-----|--|--|---|---|---|----------------|
|             |     |  |  | % Of Policy and Regulatory Frameworks implemented to plan |   | related frameworks  |                |
|             | O1  | <i>Increase Human Capital Investment</i> | Staff members' skills gaps are identified and addressed.     | % Skill gaps filled                                       | Increase from baseline to 90% in the Next 5 Years | Develop and Implement a Talent Acquisition and Development Plan | Human Resource |
|             |     |  | Staff members are exceeding performance targets.             | % Staff performance above the threshold                   | Increase from baseline to 70% in the Next 5 Years |   |                |
|             |     |  | There is sufficient staff complement to handle the workload. | Full staffing compliment                                  | Increase from baseline to 90% in the Next 5 Years |   |                |

## 9. FIVE YEAR IMPLEMENTATION PLANS

### 9.1 Alignment of the Strategy

The Integrated Strategic Business Implementation Plans (ISBIPs) are an important aspect of the total 5-year cycle of strategic business planning, performance management, forecasting, and budgeting activities. The NDCN's ISBIPs have been developed by using a strategy alignment exercise, where strategic objectives are cascaded from the Tier 1 level to the Tier 2 level and then finally to the Tier 3 level where tasks and activities execution happens. Below is a pictorial depiction of the strategy alignment exercise:



These ISBIPs are based on the strategic objectives, performance measures, and strategic initiatives derived from the functional and/or divisional level (Tier 2) of the NDCN Strategy, in that they serve to operationalize the specific cycles of the strategy as cascaded from Tier 1. These Tier 2 strategic initiatives are then costed and are prioritised by pre-set criteria such as strategic impact, resource availability, and cross-functionality.

The costed and prioritised initiatives then form the basis of the budget request for that particular fiscal year as well as the basis for future year forecasting. The ISBIPs are executed by the NDCN teams and individual staff members at the Team/Individual level (Tier 3), and this forms the basis of the NDCN's Performance Management System.

The Tier 3 Scorecards serve as a framework that enables the crafting of specific tasks and actions that individuals must undertake to achieve aligned personal objectives. This leads to the signing of individual performance agreements between supervisors and sub-ordinates which should be followed by a collection of performance data concurrently with the implementation of the specific tasks and actions. After 6 months or 12 months, the implementation of the business plan is subjected to a review process whereby the organisation analyses the collected performance data and assesses whether the organization has achieved the set objectives or is on track to achieve those objectives.

## **9.2 Office of the CEO Business Plan**

### **Internal Audit Plan**

The role of the Internal Audit function includes articulating and communicating the objectives of the organization; determining the risk appetite of the organization; establishing an appropriate internal environment, including the risk management framework; identifying potential threats to the achievement of the objectives; assessing the risks and implementing responses to the risks.

The Office of the CEO through Internal Audit has planned to implement the plan below which aims to add value by improving the risk management framework and governance systems as well as promote efficiency and improve controls and processes across the organisation. The five-year implementation plan is indicated in the table below:

| Perspectives           | Strategic Objectives                                       | Intended Result   | Key Performance Indicators/ Measures  | Baseline | Targets  |          |          |          |          | Strategic Initiatives   | Total Budget |
|------------------------|--|---|---|----------|----------|----------|----------|----------|----------|---|--------------|
|                        |  |   |   | 2021/22  | 2022/ 23 | 2023/ 24 | 2024/ 25 | 2025/ 26 | 2026/ 27 |   |              |
| 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%       | 20%      | 40%      | 60%      | 80%      | Implement customer and stakeholder consultation during engagement planning; Respond to and implement audit satisfaction survey suggestions. | N\$0.00      |
| Financial              | Increase cost-effectiveness and efficiency/ reduce wastage | Value for money products and services, improve processes and systems with | % Reduction in wastage  | 10%      | 5%       | 2%       | 0%       | 0%       | 0%       | Implement TIER1 cost-saving plan initiatives (Identification of wastage within  | N\$0.00      |

| Perspectives | Strategic Objectives | Intended Result  | Key Performance Indicators/ Measures | Baseline | Targets |         |         |         |         | Strategic Initiatives | Total Budget   |  |
|--------------|----------------------|--|--------------------------------------|----------|---------|---------|---------|---------|---------|-----------------------|--|--|
|              |                      |  |                                      | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |                       |  |  |
|              |                      | regards to access, processing, and authorization; Reduced non-priority expenditures. |                                      |          |         |         |         |         |         |                       | processes and activities); Conduct engagements in-house and reduce the number of outsourced engagements. |  |

|                    |   |   |  |    |    |    |     |     |     |  |               |
|--------------------|---|---|--|----|----|----|-----|-----|-----|--|---------------|
| 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% | 50% | 90% | Develop and implement a risk-based internal audit plan | N\$0.00       |
|                    | 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% | 50% | 90% | Implement the audit and risk management processes      | N\$390,333.32 |

| Perspectives | Strategic Objectives     | Intended Result                                   | Key Performance Indicators/ Measures  | Baseline | Targets |         |         |         |         | Strategic Initiatives                      | Total Budget |
|--------------|--------------------------|---|---|----------|---------|---------|---------|---------|---------|--|--------------|
|              |                          |   |   | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |  |              |
|              | Improve staff engagement | IA mandate is understood within the organization. | % Of consulting exercises conducted; % Ratings from post-service questionnaires | 0%       | 0%      | 0%      | 10%     | 50%     | 90%     | Organize workshops within the organization | N\$0.00      |

|                         |  |   |   |    |    |    |     |     |     |  |              |
|-------------------------|--|---|---|----|----|----|-----|-----|-----|--|--------------|
| 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% | 0% | 10% | 50% | 90% | Develop anti-fraud policy; Develop the risk management policy; Develop the IA departmental process documents | N\$50,000.00 |
|-------------------------|--|---|---|----|----|----|-----|-----|-----|--|--------------|



| Perspectives | Strategic Objectives         | Intended Result  | Key Performance Indicators/ Measures        | Baseline | Targets |         |         |         |         | Strategic Initiatives   | Total Budget |
|--------------|------------------------------|--|---|----------|---------|---------|---------|---------|---------|---|--------------|
|              |                              |  |   | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |   |              |
|              | Improve skills and knowledge | Staff are skilled and staff are performing above the threshold | Number of staff trained as CPD requirements | 0%       | 0%      | 10%     | 30%     | 60%     | 90%     | Attending free online training offered by various facilitators; Training offered as part of the MoUs with stakeholders. | N\$80,000.00 |

### 9.3 Communication and Marketing Business Plan

The Communication and Marketing department is responsible for corporate communication and client management services, thus ultimately responsible for ensuring, improving, and maintaining the brand and communications of the organization as well as for effective stakeholder management and engagement.

The Marketing department will be directly responsible for the plan below which aims to position the NDCN both internally and externally as an effective and valuable driver of disability in Namibia by establishing key communications and marketing avenues that will optimally serve the NDCN image and by leveraging possibilities of maximum positive impact. The five-year implementation plan is indicated in the table below:

| Perspectives           | Strategic Objectives   | Intended Result  | Key Performance Indicators/ Measures   | Baseline | Targets |         |         |         |         | Strategic Initiatives  | Total Budget  |
|------------------------|--|--|--|----------|---------|---------|---------|---------|---------|--|---------------|
|                        |  |  |  | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |  |               |
| Customer & Stakeholder | Improve customer and stakeholder satisfaction                      | Engagements with stakeholders are successful.                            | % Satisfaction survey rating score     | 0%       | 0%      | 20%     | 40%     | 60%     | 80%     | Conduct customer and stakeholder satisfaction survey               | N\$0.00       |
|                        |  |  | % Stakeholder engagement met to plan   | 0%       | 0%      | 10%     | 30%     | 60%     | 80%     | Develop and implement a stakeholder experience management strategy | N\$0.00       |
|                        | Improve stakeholder awareness, inclusion, and capacity development | NDCN's brand is well-visible and valuable to customers and stakeholders. | % Brand awareness campaign implemented | 0%       | 0%      | 0%      | 20%     | 40%     | 80%     | Develop and implement a brand awareness campaign                   | N\$672,945.00 |

| Perspectives | Strategic Objectives | Intended Result                               | Key Performance Indicators/ Measures | Baseline             | Targets              |                      |                      |                      |                      | Strategic Initiatives              | Total Budget |
|--------------|----------------------|---|--------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------------|--------------|
|              |                      |   |                                      | 2021/22              | 2022/23              | 2023/24              | 2024/25              | 2025/26              | 2026/27              |                                    |              |
| Financial    | Improve efficiency   | Efficient and timely execution of activities. | % Reduction in costs                 | 90% of Actual Budget | 85% of Actual Budget | 80% of Actual Budget | 75% of Actual Budget | 70% of Actual Budget | 65% of Actual Budget | Implement activity-based budgeting | N\$0.00      |

|                    |                               |   |   |    |     |     |     |     |      |  |               |
|--------------------|-------------------------------|---|---|----|-----|-----|-----|-----|------|--|---------------|
| Internal Processes | Improve communications system | To improve the efficiency of communication.   | % Communication policy implemented;<br>% Service turnaround times met | 0% | 10% | 20% | 40% | 60% | 90%  | Develop and implement a communication policy                                       | N\$224,315.00 |
|                    | Improve brand identity        | To strengthen the brand by increasing its perceived value, image, credibility, and loyalty. | % Brand awareness audit and corporate identity manual implemented     | 0% | 10% | 30% | 60% | 90% | 100% | Conduct brand awareness audit;<br>Develop and implement corporate identity manual. | N\$224,315.00 |

| Perspectives | Strategic Objectives    | Intended Result                                      | Key Performance Indicators/ Measures | Baseline | Targets |         |         |         |         | Strategic Initiatives                      | Total Budget  |
|--------------|-------------------------|--|--------------------------------------|----------|---------|---------|---------|---------|---------|--|---------------|
|              |                         |  |                                      | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |  |               |
|              | Improve brand awareness | The public is aware of the NDCN and media platforms. | % Of marketing strategy implemented  | 0%       | 0%      | 0%      | 10%     | 50%     | 90%     | Develop and implement a marketing strategy | N\$224,315.00 |

|                         |                                       |  |   |    |    |     |     |     |     |   |              |
|-------------------------|---------------------------------------|--|---|----|----|-----|-----|-----|-----|---|--------------|
| Organizational Capacity | Improve brand and communication tools | To ensure consistent and unified representation of the brand and communication across all tools. | % Brand and communications tools and guidelines implemented | 0% | 0% | 20% | 40% | 60% | 90% | Identify brand and communication tools; Develop and implement brand and communication tools guidelines on standards and use | N\$50,000.00 |
|                         | Improve staff development             | Staff have skills that are relevant and market-responsive.                                       | % Staff development activities implemented to plan          | 0% | 0% | 0%  | 10% | 50% | 90% | Develop and implement department staff development plan   | N\$80,000.00 |

#### 9.4 Finance and Administration Business Plan

The Finance and Administration department will continue to ensure that the NDCN undertakes financial planning, reporting, and monitoring. The NDCN will also improve its financial policies and procedures during the five years.

The Finance and Administration department will be directly responsible for the plan below which aims to plan is to provide the required finance, procurement, estate, and fleet services for the efficient operation of the NDCN. The five-year implementation plan is indicated in the table below:

| Perspectives | Strategic Objectives                          | Intended Result                           | Key Performance Indicators/ Measures   | Baseline | Targets  |          |          |          |          | Strategic Initiatives  | Total Budget  |
|--------------|---|---|--|----------|----------|----------|----------|----------|----------|--|---------------|
|              |   |   |  | 2021/22  | 2022/ 23 | 2023/ 24 | 2024/ 25 | 2025/ 26 | 2026/ 27 |  |               |
| Customer &   | Improve customer and stakeholder satisfaction | Customers and Stakeholders are satisfied. | Satisfaction survey rating   | 0%       | 10%      | 20%      | 40%      | 60%      | 80%      | Develop and coordinate satisfaction survey   | N\$0.00       |
| Financial    | Improve spending                              | There is a zero-spending variance.        | % Spending against approved budget;<br>% Income Increase against approved budget | 0%       | 10%      | ≥0       | ≥0       | ≥0       | ≥0       | Implement strict budget control measures;<br>Implement resource mobilization and income policy | N\$150,832.50 |

| Perspectives       | Strategic Objectives       | Intended Result  | Key Performance Indicators/ Measures                            | Baseline | Targets |         |         |         |         | Strategic Initiatives  | Total Budget    |
|--------------------|----------------------------|--|---|----------|---------|---------|---------|---------|---------|--|-----------------|
|                    |                            |  |   | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |  |                 |
| Internal Processes | Improve internal processes | Processes are documented; Timely flow of information; and Reduced turnaround time. | % Of key processes documented; % of service turnaround time met | 0%       | 10%     | 30%     | 60%     | 80%     | 90%     | Map efficient and compliant procurement, delivery, and payment processes; Map effective bookkeeping, accounting, and financial reporting processes; Map efficient fleet and estate management processes; Map efficient reception and office cleaning service management processes. | N\$3,922,046.00 |

| Perspectives            | Strategic Objectives          | Intended Result  | Key Performance Indicators/ Measures  | Baseline | Targets |         |         |         |         | Strategic Initiatives   | Total Budget  |
|-------------------------|-------------------------------|--|---|----------|---------|---------|---------|---------|---------|---|---------------|
|                         |                               |  |   | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |   |               |
| 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;<br>Develop resource mobilization and income policy;<br>Develop or review fleet and estate management plan;<br>Develop or review reception management plan;<br>Develop or review annual procurement plan and structure | N\$50,000.00  |
|                         | Improve Office Infrastructure | There is conducive & suitable office & parking space for staff members.                      | % Of staff with designated office and parking space over total staff;<br>Ratio of sitting space | 0%       | 10%     | 20%     | 30%     | 40%     | 50%     | Develop or review office maintenance plan;<br>Develop or review office cleaning service plan  | N\$970,000.00 |

| Perspectives | Strategic Objectives   | Intended Result   | Key Performance Indicators/ Measures       | Baseline | Targets |         |         |         |         | Strategic Initiatives              | Total Budget |
|--------------|------------------------|---|--|----------|---------|---------|---------|---------|---------|------------------------------------|--------------|
|              |                        |   |  | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |                                    |              |
|              |                        |   | & distance between staff in shared offices |          |         |         |         |         |         |                                    |              |
|              | 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 a division competency plan | N\$80,000.00 |

### Investment Plan

The NDCN has in the past and is currently still largely dependent on the shareholder for operational and capital funding. This has caused a backlog of capital projects that remain unfunded due to reduced contribution from the shareholder. Amidst the capital project delays and the reduced income from the shareholder, the entity has been able to operate without a deficit. The NDCN has an Investment Account (interest-bearing account) as part of its financial management plan. Deposits are made depending on the cash at hand, these funds are easily accessible on a need basis.



### Financing the Strategic Initiatives

The successful implementation of this plan will depend on the resources (financial, human, material, legal, and others) mobilized to implement all the programmes. Inadequate financial resources remain one of the main challenges that will affect the implementation of the NDCN's integrated strategic business plan. The NDCN largely relies on Government funding for its recurrent and development activities.

Over the 2022-2027 plan period, the NDCN will require N\$67,898,726.00 to effectively realise its objectives. Based on the current resource availability trend the NDCN is always operating with inadequate financial and human resources.

#### Financial Projection for the Integrated Strategic Business Plan for the FY 2022/2027

| Perspective              | Strategic Initiative  | FY2022/23  | FY2023/24  | FY2024/25    | FY2025/26    | FY2026/27    | 5 Year Totals |
|--------------------------|---|------------|------------|--------------|--------------|--------------|---------------|
| Customer and Stakeholder | Implement a stakeholder experience management strategy.             | -          | -          | -            | -            | -            | -             |
|                          | Coordinate disability awareness and capacity development activities | 80,674.00  | 960,000.00 | 1,056,000.00 | 1,161,600.00 | 1,277,760.00 | 4,536,034.00  |
|                          | Coordinate monitoring and evaluation of laws                        | -          | 150,000.00 | 150,000.00   | 100,000.00   | 100,000.00   | 500,000.00    |
|                          | Coordinate monitoring and evaluation of key national programmes     | -          | 150,000.00 | 150,000.00   | 100,000.00   | 100,000.00   | 500,000.00    |
|                          | Develop and implement a brand awareness campaign                    | -          | 145,000.00 | 159,500.00   | 175,450.00   | 192,995.00   | 672,945.00    |
| Financial                | Implement resource mobilization and income policy                   | -          | 65,000.00  | 71,500.00    | 78,650.00    | 86,515.00    | 301,665.00    |
| Internal Process         | Implement the cooperation agreement action plan                     | 162,000.00 | 200,000.00 | 220,000.00   | 242,000.00   | 266,200.00   | 1,090,200.00  |

|                                |  |                     |                      |                      |                      |                      |                      |
|--------------------------------|--|---------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                | Implement a stakeholder engagement plan  | -                   | 140,000.00           | 154,000.00           | 169,400.00           | 186,340.00           | 649,740.00           |
|                                | Implement the annual monitoring and evaluation plan                            | -                   | 150,000.00           | 150,000.00           | 100,000.00           | 100,000.00           | 500,000.00           |
|                                | Conduct brand awareness audit; Develop and implement corporate identity manual | -                   | 145,000.00           | 159,500.00           | 175,450.00           | 192,995.00           | 672,945.00           |
|                                | Implement the business process improvement program                             | 5,511,351.00        | 9,865,726.00         | 11,131,321.00        | 13,546,019.00        | 15,628,477.00        | 55,303,197.00        |
| <b>Organizational Capacity</b> | Develop the cooperation agreement Action plan                                  | -                   | -                    | -                    | -                    | -                    | -                    |
|                                | Develop/ review and implement the disability infrastructure strategy           | -                   | 620,000.00           | 350,000.00           | 300,000.00           | 250,000.00           | 1,520,000.00         |
|                                | Implement corporate as well as disability-related frameworks.                  | -                   | 536,000.00           | 536,000.00           | 100,000.00           | -                    | 1,172,000.00         |
|                                | Develop and implement talent acquisition and development plan                  | -                   | 120,000.00           | 120,000.00           | 120,000.00           | 120,000.00           | 480,000.00           |
| <b>Annual Totals</b>           |  | <b>5,754,328.00</b> | <b>13,080,439.00</b> | <b>14,407,821.00</b> | <b>16,368,569.00</b> | <b>18,501,282.00</b> | <b>67,898,726.00</b> |

### The Financial Projections

The financial projections have been prepared using the following key assumptions to develop various resource mobilization strategies, which include, among others:

- Projected income: N\$84,000.00 (interest bearing account);
- Projected income from shareholder: N\$67,898,726.00 over five-year period;

- Value of the assets: 14,121,856.00;
- Asset depreciation: 5 years;
- Annual inflation rate: 4%;
- Annual tax rate: 32%;
- Lobbying for Government to increase funding to the Council;
- Diversification of revenue streams;
- Prudent resource utilisation;
- An asset management system should be put in place to ensure effective use of the available or acquired assets and reduce misuse;
- Establishment of stronger networks and partnerships;
- Collaborative activities with other institutions and private-public partnerships; and
- Taking advantage of emerging funding opportunities.

### **9.5 Human Resources Business Plan**

The Human Resources unit was tasked by the Board in July 2023 to solicit the help of a Human Resources firm to spearhead the organizational restructuring project since the organization current organizational structure is too administrative heavy and remuneration structures do not comply with the Public Enterprises Governance Act, 2019 (Act no.1 of 2019) as well as the grades and salary scales of some of the positions are based on the Personnel Administration Measures 2017 of the Public Service, whilst others were thumb sucked. Therefore, a proposed structure was crafted by the Board and Management in this strategic plan after benchmarking with similar institutions regional and international as a starting point for the restructuring project.

The organizational culture of the NDCN also needs to be refined to have a cohesive corporate NDCN identity. This would be achieved through the development and implementation of the Organisational Culture Change Management Plan. It was also confirmed that the new NDCN

culture should lead the company to become a “high-performance” organization through the implementation of a Performance Management System.

The Human Resources unit will be directly responsible for the plan below which aims to deliver strategic human resources programs, services, and technologies to build a talented, diverse, engaged, and productive workforce in support of the corporate strategy. The five-year implementation plan is indicated in the table below:

| Perspectives           | Strategic Objectives                          | Intended Result   | Key Performance Indicators/ Measures | Baseline | Targets  |          |          |          |          | Strategic Initiatives   | Total Budget |
|------------------------|---|---|--------------------------------------|----------|----------|----------|----------|----------|----------|---|--------------|
|                        |   |   |                                      | 2021/22  | 2022/ 23 | 2023/ 24 | 2024/ 25 | 2025/ 26 | 2026/ 27 |   |              |
| Customer & Stakeholder | Improve customer and stakeholder satisfaction | Customers and stakeholders are pleased with HR execution and Service delivery, and Customers and stakeholders are engaged and participate in HR activities & processes. | Satisfaction survey rating           | 0%       | 10%      | 20%      | 40%      | 60%      | 80%      | Implement service charter; Implement satisfaction survey; Implement Satisfaction improvement plan | N\$0.00      |

| Perspectives | Strategic Objectives       | Intended Result                      | Key Performance Indicators/ Measures          | Baseline     | Targets |         |         |         |         | Strategic Initiatives   | Total Budget |
|--------------|----------------------------|--------------------------------------|---|--------------|---------|---------|---------|---------|---------|---|--------------|
|              |                            |                                      |   | 2021/22      | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |   |              |
| Financial    | Improve cost-effectiveness | HR's actual costs are within budget. | Maximum % Variance of spending against budget | below budget | actual  | actual  | actual  | actual  | actual  | Implement activity-based budget; Implement leave management plan. | N\$0.00      |

|                    |                            |  |   |    |     |     |     |     |     |   |                  |
|--------------------|----------------------------|--|---|----|-----|-----|-----|-----|-----|---|------------------|
| Internal Processes | Improve internal processes | Processes are 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 and optimise HR policies and processes; Implement Occupational Health & Safety program; Develop and Implement Office Management/ Etiquette Improvement Plan | N\$47,781,839.00 |
|--------------------|----------------------------|--|---|----|-----|-----|-----|-----|-----|---|------------------|

| Perspectives            | Strategic Objectives      | Intended Result   | Key Performance Indicators/ Measures  | Baseline | Targets |         |         |         |         | Strategic Initiatives   | Total Budget |
|-------------------------|---------------------------|---|---|----------|---------|---------|---------|---------|---------|---|--------------|
|                         |                           |   |   | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |   |              |
| Organizational Capacity | Improve staff development | Staff development initiatives well-coordinated.   | % Of Staff Development Implemented  | 0%       | 10%     | 20%     | 40%     | 60%     | 90%     | Coordinate organisational competency assessment (gap analysis); Develop and Implement a competency improvement plan   | N\$80,000.00 |
|                         | Improve HR frameworks     | Relevant HR Policies, procedures, and guidelines, developed and/ or reviewed, implemented and supports HR and corporate strategy. | % of policies, procedures and frameworks developed or reviewed and implemented; % of culture plan implemented | 0%       | 10%     | 30%     | 60%     | 80%     | 90%     | Review existing HR Policies & Procedures; Develop identified HR Policies; Develop Competency Framework; Develop Culture Plan; Develop an onboarding program | N\$50,000.00 |

| Perspectives | Strategic Objectives            | Intended Result  | Key Performance Indicators/ Measures              | Baseline | Targets |         |         |         |         | Strategic Initiatives   | Total Budget  |
|--------------|---------------------------------|--|---|----------|---------|---------|---------|---------|---------|---|---------------|
|              |                                 |  |   | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |   |               |
|              | Improve HR technology & systems | Operative HR technology and systems that improve HR input, services, and efficiency. | % Of HR Technology & Systems in place & operative | 0%       | 10%     | 20%     | 30%     | 40%     | 50%     | Improve existing HR Technology - HR & Payroll; Maintain existing HR Technology - HR & Payroll.  | N\$100,000.00 |
|              | Improve organizational design   | Organisational structure aligned to strategy and employees understand their roles.   | % Of positions aligned to strategy                | 0%       | 10%     | 30%     | 60%     | 80%     | 90%     | Coordinate organisational assessment and redesign; Develop and implement delegation of authority framework; Job analysis and evaluation | N\$100,000.00 |

|  |                              |  |   |    |     |     |     |     |      |  |              |
|--|------------------------------|--|---|----|-----|-----|-----|-----|------|--|--------------|
|  | Improve skills and knowledge | Staff are skilled and staff are performing above the threshold | Number of staff trained as CPD requirements | 0% | 20% | 40% | 60% | 80% | 100% | Attending free online training offered by various facilitators; Training offered as part of the MoUs with stakeholders | N\$80,000.00 |
|--|------------------------------|--|---|----|-----|-----|-----|-----|------|--|--------------|

### 9.6 Legal Advice and Company Secretariat Business Plan

The purpose of this department is 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.

The Legal Advice and Company Secretariat department will be directly responsible for the plan below which aims to ensure the effectiveness and sustainability of the NDCN through providing professional legal and company secretariat services. The five-year implementation plan is indicated in the table below:



| Perspectives           | Strategic Objectives                          | Intended Result  | Key Performance Indicators/ Measures                                   | Baseline | Targets       |               |               |               |               |  | Strategic Initiatives | Total Budget |
|------------------------|---|--|--|----------|---------------|---------------|---------------|---------------|---------------|--|-----------------------|--------------|
|                        |   |  |  | 2021/22  | 2022/23       | 2023/24       | 2024/25       | 2025/26       | 2026/27       |  |                       |              |
| Customer & Stakeholder | Improve customer and stakeholder satisfaction | Customer/ stakeholder satisfaction is maintained.  | Satisfaction survey rating; % of received complaints addressed         | 0%       | 10%           | 20%           | 40%           | 60%           | 80%           | Implement satisfaction survey                                      | N\$0.00               |              |
| Financial              | Reduce cost                                   | Contractual obligation is significantly reduced. Litigation was reduced significantly by considering ADR measures. | % Of change in contractual obligation; % reduction in litigation costs | 40%      | Reduce by 10% | Reduce by 10% | Reduce by 10% | Reduce by 10% | Reduce to 10% | Implement activity-based budget; Implement cost-saving initiatives | N\$0.00               |              |

| Perspectives       | Strategic Objectives                            | Intended Result   | Key Performance Indicators/ Measures                                    | Baseline | Targets |         |         |         |         | Strategic Initiatives  | Total Budget    |
|--------------------|---|---|---|----------|---------|---------|---------|---------|---------|--|-----------------|
|                    |   |   |   | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |  |                 |
| Internal Processes | Improve Legal and Company Secretarial processes | Regulatory frameworks are implemented and National policies are approved. | % Of regulatory frameworks implemented; % of national policies approved | 0%       | 10%     | 20%     | 40%     | 60%     | 90%     | Implement NDCN regulatory framework and policies; National policies are approved     | N\$0.00         |
|                    |   | The implementation plan is in place and followed.                         | % Of implementation of the Amendment Bill to plan                       | 0%       | 10%     | 20%     | 40%     | 60%     | 90%     | Conduct information and knowledge-sharing sessions on the amended regulations        | N\$0.00         |
|                    |   | Board Charter developed and implemented.                                  | % Of compliance with board charter                                      | 0%       | 10%     | 20%     | 40%     | 60%     | 90%     | Develop Board charter; Train board members on board charter; Implement board charter | N\$2,428,312.00 |

| Perspectives | Strategic Objectives | Intended Result                                       | Key Performance Indicators/ Measures                      | Baseline | Targets |         |         |         |         | Strategic Initiatives | Total Budget   |              |
|--------------|----------------------|---|---|----------|---------|---------|---------|---------|---------|-----------------------|--|--------------|
|              |                      |   |   | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |                       |  |              |
|              |                      |   |   |          |         |         |         |         |         |                       | and monitor compliance   |              |
|              |                      | Meeting minutes are completed and referenced.         | % Of minutes completed and referenced                     | 0%       | 10%     | 20%     | 40%     | 60%     | 90%     |                       | Implement Minute taking and record-keeping improvement program               | N\$0.00      |
|              |                      | The number of litigations is 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 | N\$19,000.00 |

| Perspectives            | Strategic Objectives                | Intended Result  | Key Performance Indicators/ Measures   | Baseline | Targets |         |         |         |         | Strategic Initiatives  | Total Budget  |
|-------------------------|-------------------------------------|--|--|----------|---------|---------|---------|---------|---------|--|---------------|
|                         |                                     |  |  | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |  |               |
|                         |                                     | A significant amount of debt is recovered.                   | Actual debt recovered as % of total debt   | 0%       | 20%     | 40%     | 60%     | 70%     | 90%     | Implement a debt collection management tracking system                                 | N\$371,333.34 |
|                         |                                     | Service turnaround times are met.                            | % Of service turnaround time met   | 0%       | 10%     | 40%     | 60%     | 70%     | 90%     | Implement a business process improvement program                                       | N\$0.00       |
| Organizational Capacity | Improve the legal management system | Staff members are aware of the Legal department's functions. | % Of staff members who are Knowledgeable about Corporate Governance, Compliance, and Legal matters | 0%       | 10%     | 20%     | 40%     | 6%      | 80%     | Develop a Governance, Compliance, and Legal information and knowledge-sharing program. | N\$50,000.00  |

| Perspectives | Strategic Objectives             | Intended Result  | Key Performance Indicators/ Measures             | Baseline | Targets |         |         |         |         | Strategic Initiatives   | Total Budget |
|--------------|----------------------------------|--|--|----------|---------|---------|---------|---------|---------|---|--------------|
|              |                                  |  |  | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |   |              |
|              | Improve Legal compliance culture | The 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 secretariat, and compliance frameworks, policies, and procedures; Develop debt collection management tracking system; Develop contract management framework | N\$50,000.00 |

| Perspectives | Strategic Objectives                         | Intended Result   | Key Performance Indicators/ Measures  | Baseline | Targets |         |         |         |         | Strategic Initiatives   | Total Budget  |
|--------------|--|---|---|----------|---------|---------|---------|---------|---------|---|---------------|
|              |  |   |   | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |   |               |
|              | Improve Regulatory and Governance frameworks | Regulatory and Governance frameworks and national and organisational 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  | N\$872,000.00 |
|              | Improve knowledge and skills                 | 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; Recruit interns | N\$80,000.00  |

## 9.7 Research and Development Plan

The Research and Development department will be directly responsible for the plan below which aims to coordinate research and development activities, to create and manage linkages and platforms that promote disability issues, to create and deepen disability awareness and to recognize outstanding contributions made by persons with disability in Namibia. The five-year implementation plan is indicated in the table below:

| Perspectives           | Strategic Objectives   | Intended Result  | Key Performance Indicators/ Measures   | Baseline | Targets |         |         |         |         | Strategic Initiatives   | Total Budget    |
|------------------------|--|--|--|----------|---------|---------|---------|---------|---------|---|-----------------|
|                        |  |  |  | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |   |                 |
| Customer & Stakeholder | Improve stakeholder awareness, inclusion, and capacity development | Customers and Stakeholders are aware of the NDCN Mandate.                              | Awareness survey rating  | 0%       | 10%     | 20%     | 40%     | 60%     | 80%     | Coordinate disability awareness and capacity development activities | N\$0.00         |
|                        |  | Customers and Stakeholders participate in disability initiatives.                      | % Of targeted persons with disability population implementing disability initiatives | 0%       | 10%     | 20%     | 40%     | 50%     | 60%     |   | N\$4,536,034.00 |
|                        |  | NDCN monitors and evaluates the application of laws and other instruments designed for | % Of targeted laws and instruments monitored and evaluated                           | 0%       | 10%     | 20%     | 40%     | 50%     | 60%     | Coordinate monitoring and evaluation of laws                        | N\$500,000.00   |

| Perspectives | Strategic Objectives | Intended Result  | Key Performance Indicators/ Measures                 | Baseline | Targets |         |         |         |         | Strategic Initiatives   | Total Budget  |
|--------------|----------------------|--|--|----------|---------|---------|---------|---------|---------|---|---------------|
|              |                      |  |  | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |   |               |
|              |                      | inclusion and protection of Customers and Stakeholders.  |  |          |         |         |         |         |         |   |               |
|              |                      | NDCN monitors and evaluates the inclusion of persons with disability in key national programmes. | % Of key national programmes monitored and evaluated | 0%       | 10%     | 20%     | 40%     | 50%     | 60%     | Coordinate monitoring and evaluation of key national programmes | N\$500,000.00 |

|           |  |  |   |    |                          |    |    |    |    |   |               |
|-----------|--|--|---|----|--------------------------|----|----|----|----|---|---------------|
| Financial | Increase investment in disability engagement programmes and infrastructure | Efficient funding and timely execution of programmes and projects. | % Increase in departmental funds mobilized    | 0% | Increase by 5 % Annually |    |    |    |    | Implement resource mobilisation and income activities | N\$150,832.50 |
|           |  |  | Maximum % variance of spending against budget | 0% | 10%                      | 5% | 5% | 5% | 5% | Implement activity-based budget                       | N\$0.00       |



| Perspectives       | Strategic Objectives            | Intended Result  | Key Performance Indicators/ Measures   | Baseline | Targets |         |         |         |         | Strategic Initiatives  | Total Budget                      |
|--------------------|---------------------------------|--|--|----------|---------|---------|---------|---------|---------|--|-----------------------------------|
|                    |                                 |  |  | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |  |                                   |
| Internal Processes | Increase disability output      | Disability outputs are increased as per the annual monitoring and evaluation plan. | % Increase in disability outputs emanating from annual monitoring and evaluation plan and research conducted | 0%       | 10%     | 20%     | 30%     | 40%     | 50%     | Implement the Monitoring and Evaluation framework; Implement disability infrastructure strategy; Conduct relevant research | N\$500,000.00                     |
|                    | Increase Advocacy and diplomacy | 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                                    | N\$649,740.00;<br>N\$1,090,200.00 |
|                    | Improve department processes    | Key department processes are operational; Service turn-around times are met.       | % Of key processes that are operational in the department; % Of service                                      | 0%       | 10%     | 30%     | 60%     | 80%     | 90%     | Implement department processes for all programmes of the department  | N\$390,333.34                     |

| Perspectives | Strategic Objectives | Intended Result | Key Performance Indicators/ Measures | Baseline | Targets |         |         |         |         | Strategic Initiatives | Total Budget |
|--------------|----------------------|-----------------|--------------------------------------|----------|---------|---------|---------|---------|---------|-----------------------|--------------|
|              |                      |                 |                                      | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |                       |              |
|              |                      |                 | turnaround time met                  |          |         |         |         |         |         |                       |              |

|                         |                                       |   |   |    |     |     |     |     |     |  |               |
|-------------------------|---------------------------------------|---|---|----|-----|-----|-----|-----|-----|--|---------------|
| Organizational Capacity | Improve partnership with stakeholders | More access to funding and improved linkages with stakeholders.           | % Of agreements and action plans implemented                        | 0% | 10% | 40% | 60% | 70% | 80% | Formulate and/or review agreements and action plans  | N\$0.00       |
|                         | Improve infrastructure access         | 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                                      | N\$300,000.00 |
|                         | Improve regulatory frameworks         | 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 | N\$50,000.00  |

| Perspectives | Strategic Objectives               | Intended Result                              | Key Performance Indicators/ Measures        | Baseline | Targets |         |         |         |         | Strategic Initiatives   | Total Budget |
|--------------|------------------------------------|--|---|----------|---------|---------|---------|---------|---------|---|--------------|
|              |                                    |  |   | 2021/22  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |   |              |
|              |                                    |  |   |          |         |         |         |         |         | resource mobilization and income strategy; Develop Stakeholder Engagement strategy; Develop Monitoring and Evaluation framework |              |
|              | Improve staff knowledge and skills | Have highly skilled and knowledgeable staff. | % Of personal development plans implemented | 0%       | 10%     | 30%     | 60%     | 80%     | 90%     | Develop and implement a PDP program to increase staff knowledge and skills  | N\$80,000.00 |

### 9.8 Risk Management Plan

At the drafting of this strategy, the NDCN neither had a risk management plan, risk management and compliance policy, and risk register, however, this will be developed from the first year of the strategy period.

## 10. ANNEXURES

### 10.1 The Balanced Scorecard Institute's "Nine Steps to Success™" Framework

#### What is Strategy?

The term strategy is used in many different guises and contexts. In a specific way, a strategy is a defined approach toward achieving objectives. In the broader context of organisations, it is a comprehensive guiding delineation of how the organisation will go about achieving success in the context of its mandate. However, strategy is so easily reduced to its content with the emphasis on the document and not its subsequent implementation. Yet, the document only reflects the current thinking, analysis, and conclusion about what is to be done in the organisation to capture the future. It should be an implementation guide and thus requires follow-through via performance management.

Strategy must become a way of dealing with day-to-day work and its challenges, a way of looking at things, and a work philosophy, and thus its content remains dynamic.

This means careful consideration of what our defined destination is, formulation of an effective approach towards reaching that destination and being mindful, skilful, adaptive, and determined in getting to that destination.

Strategy is about taking the long-term view and creating and communicating a way forward for an organisation. More than this, it is about putting in place a strategic process to ensure the strategy is implemented successfully and monitored continuously. A strategy is a living thing, it must become part of the day-to-day, week-to-week, and month-to-month business process.

#### Balanced Score Card (BSC) Explained

The BSC is a framework used to implement and manage strategy at all levels of an enterprise, business, or organisation. It links objectives, measures, and initiatives to a strategy. The BSC provides a view of an organisation's overall performance. It integrates financial measures with other key performance indicators related to customers and stakeholders, internal business processes, and capacity, learning, and growth.

The BSC is a full end-to-end, step-by-step strategic process. It was developed by Drs Kaplan and Norton as a research paper in 1992 and then formally as a book titled 'The Balanced Scorecard' in 1996. The BSC was further re-developed later into an integrated strategic planning system by the Balanced Scorecard Institute. The design of BSC concerns itself with the identification of a small number of financial and non-financial objectives related to strategy. It then looks at measures, setting targets for the measures, and finally recording and monitoring them regularly to determine success or failure. Only when this is in place, can strategic initiatives/projects can be considered.

It is in this area that the BSC approach differs from other strategic methodologies. It forces an organisation to think about how objectives can be measured first and then what initiatives can be put in place to satisfy the objectives. The basis behind this is to avoid creating initiatives/projects too early and measuring success based only on initiative/project completion making the BSC a strong outcome and result-driven framework.

The integrated strategic planning system of the Balanced Scorecard Institute has recently been improved into a multiple award-winning framework called; *"Nine Steps to Success™."* This framework is a disciplined, practical approach to developing a strategic planning and management system based on the balanced scorecard.

A key benefit of using a disciplined framework is that it gives organizations a way to 'connect the dots' between the various components of strategic planning and management, meaning that there will be a visible connection between the projects and programs that people are working on, the measurements being used to track success, the strategic objectives the organization is trying to accomplish and the mission, vision, and strategy of the organization.



**Step One: Assessment**

Step One of the scorecard-building process starts with an assessment of the organization’s Mission and Vision, challenges (pains), enablers, and values. This step can be broken down into three major components:

1. Review any existing strategic materials produced from all sources such as previous versions of strategic plans, annual business plans, annual reports, and quarterly reports.
2. Conducting some market research and looking at current/future market/economic conditions including a SWOT Assessment.
3. Developing or re-developing the highest-level strategic foundations and core ideology such as Mission, Vision, Core Values, and Brand Promise.

**Step Two: Strategy**

In Step Two, elements of the organization’s strategy, including Strategic Results, Strategic Themes, and BSC Perspectives, are developed by workshop participants to focus attention on customer and stakeholder needs and the organization’s value proposition.

**Step Three: Objectives**

In Step Three, the strategic elements developed in Steps One and Two are decomposed into Strategic Objectives, which are the basic building blocks of strategy and define the organization’s strategic intent. Objectives are first initiated and categorized on the Strategic

Theme level, categorized by Perspective, linked in cause-effect linkages (Strategy Maps) for each Strategic Theme, and then later merged to produce one set of Strategic Objectives for the entire organization.

#### ***Step Four: Strategy Map***

In Step Four, the cause-and-effect linkages between the enterprise-wide Strategic Objectives are formalized in an enterprise-wide Strategy Map. The previously constructed theme Strategy Maps are merged into an overall enterprise-wide Strategy Map that shows how the organization creates value for its customers and stakeholders.

#### ***Step Five: Performance Measures***

In Step Five, Performance Measures are developed for each of the enterprise-wide Strategic Objectives. Leading and lagging measures are identified, expected targets and thresholds are established, and baseline and benchmarking data are developed.

#### ***Step Six: Initiatives***

In Step Six, Strategic Initiatives are developed that support the Strategic Objectives. To build accountability throughout the organization, ownership of Performance Measures and Strategic Initiatives is assigned to the appropriate staff and documented in data definition tables. Furthermore, Strategic Initiatives are projects that have significant organization-wide impact and should be managed like projects.

#### ***Step Seven: Alignment***

In Step Eight, the enterprise-level scorecard is 'cascaded' down into business and support unit scorecards, meaning the organizational level scorecard (the first Tier) is translated into business unit or support unit scorecards (the second Tier) and then later to team and individual scorecards (the third Tier). Cascading translates high-level strategy into lower-level objectives, measures, and operational details. Cascading is the key to organization alignment around strategy. Team and individual scorecards link day-to-day work with department goals and corporate vision. Cascading is the key to organization alignment around strategy. Performance measures are developed for all objectives at all organization levels. As the scorecard management system is cascaded down through the organization, objectives become more operational and tactical, as do the performance measures. Accountability follows the objectives and measures, as ownership is defined at each level. An

emphasis on results and the strategies needed to produce results is communicated throughout the organization.

***Step Eight: Performance Analysis***

In Step Seven, the strategic plan implementation process begins by applying performance measurement software to get the right performance information to the right people at the right time. Automation adds structure and discipline to implementing the Balanced Scorecard system, helps transform disparate corporate data into information and knowledge, and helps communicate performance information. In short, automation helps people make better decisions because it offers quick access to actual performance data.

***Step Nine: Evaluation***

In Step Nine, an Evaluation of the completed scorecard is done. During this evaluation, the organization tries to answer questions such as, 'Are our strategies working?' 'Are we measuring the right things?' 'Has our environment changed?' 'Are we budgeting our money strategically?' and so forth.



10.2 Full Organizational Structure

Proposed NDCN Organizational Structure for ISBP 2022 - 2027

