



NATIONAL COUNCIL



STRATEGIC PLAN

2017/2018 - 2021/2022

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List of abbreviations

EDRMS	Electronic Document Records Management System
ERM	Enterprise Risk Management
GRN	Government of the Republic of Namibia
HCMS	Human Capital Management System
HR	Human Resource
HPP	Harambee Prosperity Plan
ICT	Information and Communication Technology
KPI	Key Performance indicator
MP	Member of Parliament
MIT	Ministerial Implementation Team
M&E	Monitoring and Evaluation
NA	National Assembly
NC	National Council
NDP5	National Development Plan five
OMAs	Offices, Ministries, Agencies
RCs	Regional Councils
OPM	Office of the Prime Minister
PAs	Performance Agreements
PMS	Performance Management System
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Reliable, Time bound
SWOT	Strengths, Weaknesses, Opportunities and Threats

Foreword



Hon. Margaret Mensah-Williams, MP

It is an honour and a privilege to present to you the second National Council Strategic Plan for the period starting April 2017 to March 2022. This document will serve as the blue print that will guide the operations of the National Council Members and its Secretariat in fulfilling its duty.

The purpose of this strategic plan is to construct a medium-term strategy that has clear focus, commitment and a set of defined programmes with measurable goals and accountabilities. This strategic plan will be cascaded into annual plans and performance agreements within various directorates of the institution. Both the Members of Parliament and Staff are responsible for the successful implementation of this document. The National Council has instituted a culture of high performance and therefore the revision of this document is a clear indication that it is not business as usual.

This document is an important one to all stakeholders involved in ensuring its successful implementation. It will greatly assist the Members of the Fifth National Council in their role as legislators to better serve the electorate in all 14 regions of the country. The document will ensure increased operational efficiency, increased capacity and continuous learning.

The Mandate of the National Council, as stipulated in the Namibian Constitution, has not changed, but it was decided that our Mission and Vision statements be reviewed to keep up with emerging national policy directives. In developing this document, special efforts were made to ensure that the programme objectives are internally synchronised and aligned to Government policies, to national development plans and other key strategic initiatives to which the Government and people of the Republic of Namibia have acceded.

As the Second Chamber of Parliament, the Strategic Plan recognises both the strengths and weaknesses of the National Council and many opportunities and challenges that are envisaged over the five year period. The institution is aware of the acute skill shortages, and the Plan has devoted considerable resources to improve management and leadership skills related to the legislative work and competencies of its members.

Finally, I wish, on behalf of the National Council, to express our appreciation to all the stakeholders that have helped to shape this Strategic Plan. We thank you. To those of us that are expected to translate this plan into commitment, action and results, I call upon you to accept the challenge and transform it into success.

A handwritten signature in black ink, appearing to read 'Margaret Mensah-Williams'.

Margaret Mensah-Williams, MP
Chairperson of the Fifth National Council

Acknowledgement



Ms. Emilia Ndinelao Mkusa

I am pleased to present my first Strategic Plan in my capacity as the Secretary to the National Council. The Plan has been developed in consultation with the Members and staff of the National Council.

I wish to convey my gratitude to the Chairperson, Vice Chairperson, and Members of the National Council for their valuable contribution and support during the development of this Strategic Plan. Honourable Members, your input and endorsement of the Strategic plan is appreciated.

I would also like to use this opportunity to sincerely thank our colleagues from the Office of the Prime Minister for their constant encouragement, guidance and support throughout the process of developing the plan.

I further wish to thank the entire staff of the National Council who work under tight timelines to produce this plan. By the same token, I appreciate the valuable contributions received from our stakeholders to enrich this plan.

I am confident that the National Council five year Strategic Plan will be implemented as endorsed as it is both in line with Namibia's Vision 2030, NDP5 and HPP.

Our ability to deliver high quality services to the National Council, its Committees and Members is critical dependent on our staff. During the period of this Plan, we will create a working environment where our staff can develop both personally and professionally.

I look forward to working with the Members of the National Council and Staff to build on the achievements of the past so that we are able to realize the goals set forth in this Strategic Plan. We will continue adapting to these realities while making our best effort to play our role in realizing our Vision and Mission to make the National Council a House of Review that truly represents the interest of the people of Namibia.

I believe that the National Council political leadership and Secretariat management shall support and monitor the team to successfully attain the set targets of this Strategic Plan.

A handwritten signature in black ink, appearing to read 'Emilia Ndinelao Mkusa'.

Emilia Ndinelao Mkusa
Secretary to the National Council

Executive Summary

This Plan outlines the values that will inform how the National Council Members and Secretariat will fulfil their statutory mandate together with its objectives and priorities for the next five years. The Plan identifies five key strategies, namely to:

- Strengthen the review function of the National Council;
- Increase oversight role of the National Council;
- Enhance public & key stakeholders participation in the legislative process;
- Enhance organisational performance; and
- Ensure effective Regulatory Framework and Compliance.

The Plan has been developed to include parliamentary reform programmes as well as public service reform initiatives. This includes the finalisation of Joint Parliamentary Committee Rules and the creation of Joint Parliamentary Committees; the establishment of the Parliamentary Service and its Commission. With regard to public service reforms, the National Council will finalise the implementation of the EDRMS and the HCMS.

An important objective of this Plan is to enhance public participation in the law making process with the aim to increase public understanding and improve the perception of the public on the work of the National Council and its Members. In this regard, the Plan includes measures to promote greater public accessibility and engagement with the National Council.

This plan consist of eight parts namely: introduction, purpose of the strategic plan, review of the previous strategic plan, mandate, vision statement, mission statement, core values, environmental scanning, strategic issues, themes and strategic objectives, strategic plan matrix, risk assessment and critical success factors. The definition of terms, stakeholders' analysis and strategic implementation framework are annexures attached to this document.

1. Introduction

1.1 Introduction

The National Council was established in accordance with Article 68 of the Namibian Constitution in 1993 when its founding Members were sworn-in on 23 February 1993. Until November 2015, the National Council consisted of 26 Members nominated by the thirteen (13) Regional Councils which were elected for a term of six years. The number of Regions were increased from thirteen (13) to fourteen (14) on the recommendation of the Delimitation Commission. The 2014 Third Constitutional Amendment increased the number of National Council Members from 26 to 42. Each of the 14 Regions is represented in the National Council by three (3) Regional Councillors who are elected by their respective Regional Councils to serve for a term of five (5) years.

Following the expiry of the 2009/10 – 2013/14 Strategic Plan, a need rose for a new plan to guide the operations of the National Council in its quest to achieve its mission. The new five-year Strategic Plan covers the period between 2017/18 - 2021/22.

This Plan is arranged as follows:

Firstly, the document will look at the purpose of the Strategic Plan and review highlights of the previous plan. Secondly, it discusses the Mandate, Vision and Mission Statements as well as the Core Values of the National Council. This will be followed by a situation analysis and the environment in which the plan will be operating, Strategic Issues, Themes, Objectives, Matrix, Risk Assessment and Critical Success Factors. Finally, this Strategic Plan contains Annexures comprising of Definitions of Terms, Key Stakeholders Analysis and a Monitoring and Evaluation Framework.

1.2 Purpose of a Strategic Plan and linkage to the High level Initiatives

Generally, a Strategic Plan provides the strategic direction towards performance improvement through actions to carry out the organization's Mandate and achieve its Vision. A Strategic Plan is the foundation of a PMS. It sets clear strategic objectives and allows the organization to manage performance in order to achieve them. It forms a basis for PAs at individual/staff level thereby translating a strategy into desired action by the entire organization. In addition, a Strategic Plan integrates and unifies an organization around a shared vision and guides decisions in the allocation of scarce resources.

The methodology followed to develop the National Council's Strategic Plan was based on the Public Service Strategic Planning Framework that has been developed by the OPM to guide the process of developing strategic plans across the entire Public Service. This is not only done for improving productivity and enhancing efficiency in the National Council Secretariat but also for the effective implementation of the PMS in the Public Service.

Through strategic planning the National Council is therefore able to:

- Clearly define where it is going (Vision);
- Establish purpose and direction and how to get there (Mission);
- Distinguish priority actions from non-priority actions;
- Allocate resources to objectives and initiatives (strategies);
- Take advantage of available capacity.

During the strategic planning process, the National Council was guided by the high level deliverables of Government, particularly Vision 2030, NDP5, HPP, African Union Agenda 2063 and SDGs. This can be seen from the strategic themes and objectives contained in this five year plan.

1.3 Synopsis of the review of the previous Strategic Plan until March 2017

The National Council's Vision was *"To be an accessible Legislative Chamber that represents citizens of all Regions, ensuring good governance and working vigorously for the Nation"*, has been effective as the central banner for the identity of the strategic plan.

The Mission of the National Council was *"To review bills and reports referred to it by the National Assembly, recommend legislation and matters of regional concern and exercise oversight function and meet stakeholders' needs and expectations"*.

As the National Council looks to the future, the vision and mission will be refreshed with another ambitious banner that acknowledges progress achieved through this strategic plan as well as to accelerate the National Council's visible role in the changing world. The Key Strategic Objectives for the previous Strategic Plan were as follows:

- Encourage the National Council to uphold and defend the Namibian Constitution.
- Establish Joint Parliament Committees.
- Enhance public participation in the legislative process.
- Improve physical infrastructure, operations & connectivity.
- Strengthen the NC Committee system for review and oversight.
- Improve skills, knowledge & attributes of the NC Secretariat.
- Recruit & Retain competent staff members.
- Ensure effective Budget management & financial control system.
- Ensure optimal utilisation and control of assets.

Major achievements from the previous Strategic Plan

- The National Council received unqualified Audit reports throughout the period of the Strategic Plan.
- The MPs were sensitized about the values, policies and stakeholders expectations during the annual training sessions for MPs. Team Building sessions were also conducted.
- The National Council reviewed 82 Bills of which 15 Bills were passed with amendments.
- The NC hosted three sessions of the Rural Women's Parliament with Men as Partners and two sessions in the Erongo and //Kharas regions, as part of its objective to enhance public participation in the legislative process.
- The National Council Chamber was partially made accessible to persons with disabilities by installing a lift and construction of ramps.
- The Wellness Centre has been established for MPs and staff.
- Signing of Performance Agreements by all staff members.
- Members of the National Council successfully organised constituency week.
- The structure of Parliamentary Clerks (Committee Clerks) was expanded to support the increased number of MPs from 24 to 42.

Despite the above-mentioned achievements, the National Council did not succeed in implementing the following objectives:

- Establish Joint Parliament Committees.
- Retain competent staff members.
- Improve ICT connectivity.

2. High Level Statements

The high level statements of the National Council, namely; Mandate, Vision, Mission Statements and Core Values, will drive its strategy for the next five years.

2.1 The Mandate

The National Council derives its mandate from Chapter 8 of the Namibian Constitution, in particular from Articles 68 to 77. It also draws instructions from subsequent laws and policies such as the Decentralisation Enabling Act, 2000 (Act 33 of 2000) and the Regional Councils Act, 1992 (Act 22 of 1992) as amended).

According to Article 75(1), all bills passed by the National Assembly shall be referred by the Speaker to the National Council. Article 75(2) stipulates that the National Council shall consider bills referred to it by the National Assembly, and to submit its reports with recommendations to the Speaker.

Article 74 empowers the National Council to investigate and report to the National Assembly on any subordinate legislation, reports and documents which must be tabled in the National Assembly and which are referred to it by the National Assembly for advice.

2.2 The Vision

The National Council strives to be relevant and be the voice of the people to effectively fulfil its mandate in representation and legislative review and oversight as enshrined in the Namibian Constitution. To become *A House of Review that truly represents the interest of the people of Namibia*, the National Council aims to reach the next level which will signify not only a functional hub of democracy but also a constant quest for engagement and improvement. Far and away, this rhythm should vibrate effectively with both internal and external stakeholders and greatly enhance the visibility of the National Council, nationally and internationally. Thus the Vision for the National Council is:

A House of Review that truly represents the interest of the people of Namibia.

2.3 The Mission

The National Council aims to protect and promote democratic governance and accountability. The National Council will strive to strengthen its engagements, involving partnerships with constituents that will expand the dimensions of the National Council's public purpose and value at home and abroad. As the foundation of the Strategic Plan, this Mission will serve as the core business of the National Council which is:

To effectively carry out the legislative and investigative review and oversight function by strengthening civic engagement and partnership.

2.4 Core Values

In addition to the General Principles of the Public Service Charter, the following core values create a better understanding of what they mean in the context of conduct and service delivery at the National Council:

CORE VALUES	DESCRIPTIONS	RELEVANT GENERAL PRINCIPLE OF THE PUBLIC SERVICE CHARTER
Impartiality	Serving all Members of Parliament and citizens with respect and dignity without bias or favour.	<ul style="list-style-type: none"> • Non- discrimination • Information
Integrity	To be honest, ethical and uphold principles and practices that are of the highest standards.	<ul style="list-style-type: none"> • Standards • Quality of Service • Value for money
Loyalty	To faithfully and willingly serve the public, stakeholders and the Government of the Republic of Namibia.	<ul style="list-style-type: none"> • Consultation and Participation • Courtesy and Helpfulness
Professionalism	Shall demonstrate a high level of competence and uphold high ethical standards.	<ul style="list-style-type: none"> • Transparency • Accountability • Quality of Service • Standards
Teamwork	Shall promote effective co-operation and co-ordination among its staff	<ul style="list-style-type: none"> • Consultation and Participation • Information • Courtesy and helpfulness

3. Environmental Scanning

The Namibian Constitution provides for the formation of the National Council as the second House of Parliament for the Review of Bills and proposals passed to it by the National Assembly. Since its establishment, the National Council faces the challenge to build its image as a House of Review in the Namibian Bicameral Parliament.

SWOT Analysis

The SWOT analysis identifies the key strengths, weaknesses, opportunities and threats of an organisation. Strategies should be put in place to maximise strengths and leverage opportunities. Also actions should be taken to minimise weaknesses and reduce the impact of threats. The table below summarises the SWOT analysis.

<p>Strengths</p> <ul style="list-style-type: none"> • Political support for reforms • Stakeholder participation in law making process • Ability to review legislation 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Inadequate record management system • Poor monitoring and evaluation systems • Under-utilisation of ICT infrastructure • Weak internal communication • Absence of Joint Parliamentary Rules
<p>Opportunities</p> <ul style="list-style-type: none"> • Exposure to other Parliamentary practices • Capacity building support by development partners • Stable and reliable ICT infrastructure • Bilateral and multilateral relations with other Parliaments and organisations • Increase visibility through Media relations • Access to local and foreign expertise • Increase interest on National Council from the public and other stakeholders • Research and Development 	<p>Threats</p> <ul style="list-style-type: none"> • Possibility of political interference on administration • Possible staff mobility (after investing in them)

4. Strategic Issues

The strategic issues are the challenges on which the plan will be based and they are as follows:

- Absence of Joint Parliamentary Rules
- Greater need for capacity building for Members of Parliament and Staff
- Establishment of the Parliamentary Service and Commission
- Weak internal communication
- Poor record keeping
- Absence of National Council Central Database
- Inadequate monitoring and evaluation systems
- Inadequate resources

5. Themes and Strategic Objectives

The strategic themes are the key focus or priority areas on which the National Council will concentrate for the next five years to achieve its high level statements. The strategic themes will be operationalized through strategic objectives that will guide the operations of the National Council to deliver value added services its customers and/or stakeholders.

5.1 Themes

On the basis of the strategic analysis and key issues identified, the National Council identified the following five themes for its Strategic Plan:

Theme 1: Good Governance

This theme focuses on the strategic objective of passing effective laws and raising the quality of Parliamentary Debates and analysis in all law-review processes as well as establishing facilities to ensure Executive accountability, separately or in collaboration with the National Assembly.

Theme 2: Stakeholder Relations

The importance for the National Council to forge positive relations with Stakeholders has been recognized. Focus is on strategic objectives that enhance stakeholder's relations, clarified public perception and provides the public with ample access to National Council in order to engage wider participation and more accurately align National Council services with stakeholder expectations.

Theme 3: Operational and Service Excellence

This theme focuses on the strategic objective that improves the performance of the National Council operations in all its business processes. The objective provides for a strengthened internal coordination, communication, and raising the quality of the Secretariat services to the National Council Members in the Chamber and Committees.

Theme 4: Capacity and Competency Building

This theme underscores the importance of maintaining, building and retaining human capacity and legislative competence at the National Council. It aims at serving a demanding electorate and to develop specialised knowledge, skills and competencies in support of law-makers for effective oversight and advocacy. The strategic objective tracks are envisaged to develop skills and knowledge base of the Secretariat and to sharpen Members of Parliament's leadership and legislative competency and confidence.

Theme 5: Resource Mobilisation and Management

Focus will be on raising the necessary financial resources to enable the National Council to achieve a responsive Budget, and efficient use through better management, allocation, utilization, control of expenditure, improved procurement, stock control and asset management.

5.2 Strategic Objectives per Theme and their definitions.

In line with mandate of the National Council and its strategic vision and mission for 2017 to 2022, five Strategic Themes have been identified. They represent the driving force of the National Council's five strategic objectives and they also measure the extent to which the NC will have accomplished its mission and vision.

Strategic Themes	Strategic Objectives	Definitions
Theme 1: Good Governance	Increase oversight role of the National Council	To oversee more government programmes in order to determine their impact toward achieving prosperity for all
Theme 2 Stakeholders Relations	Enhance public participation & key stakeholders in the legislative process	Educate citizen and stakeholders on the roles and activities of Parliament to enable them to contribute meaningfully to the law making process
Theme 3 Operations and Service Excellence	Ensure compliance to existing regulatory frameworks.	Adhere to applicable laws, regulations and directives
Theme 4 Capacity and Competency building	Strengthen the review function of the National Council	Continuously enhance the capacity of National Council Members and Staff to effectively execute the review function
Theme 5 Resource Mobilisation and Management	Enhance organizational performance	Create enabling environment and high performance culture

6. Strategic Plan Matrix

Planning Matrix																
Desired Outcome (NDPs)	Theme (Harambee)	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Indicator Type	Baseline	Annual Targets					Programme	Project	Budget		Responsible Unit
							Y1 (2017/18)	Y2 (2018/19)	Y3 (2019/20)	Y4 (2020/21)	Y5 (2021/22)			Operational N\$	Developmental	
Uphold the rule of law	Capacity and Competency building	Strengthen review function of the National Council	% of NC amendments to bills adopted by NA	measure the impact of the NC review functions	Absolute	100%	100%	100%	100%	100%	100%	Legislative Review and Oversight	100,000	0.00	MPs OS	
			% of recommendations implemented by NC	measure the % of recommendations made at Regional and International Forums implemented by NC	Absolute	35%	45%	50%	65%	70%	Legislative Review and oversight	12,250,000	0.00	DSS		
			# of research papers produced	measure the number of research papers produced	Absolute	0	8	8	8	8	8	Legislative Review and oversight	50,000	0.00	RIS LS	
			% of MPs capacitated	measure the % of MPs capacitated	Absolute	100%	25%	100%	100%	100%	50%	Capacity building	1,857,000	0.00	GS Training DSS	

Planning Matrix

Desired Outcome (NDPS)	Theme (Harambee)	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Indicator Type	Baseline	Annual Targets					Programme	Project	Budget		Responsible Unit
							Y1 (2017/18)	Y2 (2018/19)	Y3 (2019/20)	Y4 (2020/21)	Y5 (2021/22)			Operational	Developmental	
														N\$		
Transparent and accountable Nation	Good Governance	Increase oversight role of the National Council	# of oversight activities undertaken	measure oversight activities undertaken	Absolute	10	7	7	7	5	Legislative Review and oversight	5,250,000	0.00	DSS		
			Annual report on Committee activities produced and tabled	measure the # of reports produced and tabled	Absolute	0	1	1	1	1					50 000	DSS
Improved service delivery to the satisfaction of citizen	Stakeholders Relations	Enhance public & key stakeholders participation in the legislative process	% on the implementation of NC Outreach programme	measure the outcomes of the Outreach programmes (Jnr NC; Rural Women NC; general outreach)	Absolute	0	80%	80%	80%	80%	Outreach programme	5,500,000	0.00	OCP RIS		
			% of overall strategy execution	measure the execution of all yearly targets through each Annual Plan, with the aim to achieve the overall implementation of the Strategic Plan.	Absolute	65%	80%	80%	80%	80%					OCP OS	
	Resource Mobilisation and Management	Enhance Organisational Performance	% of staff capacitated	measure the % of staff capacitated as per the HRD Plan	Absolute	50%	50%	60%	65%	65%	Capacity building	2,500,000	0.00	GS Training		
			% customer satisfaction	measure the perception of citizens in terms of service delivery	Incremental	0%	0%	50%	70%	80%					100,000	RIS

Planning Matrix

Desired Outcome (NDP5)	Theme (Harambee)	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Indicator Type	Baseline	Annual Targets					Programme	Project	Budget		Responsible Unit
							Y1 (2017/18)	Y2 (2018/19)	Y3 (2019/20)	Y4 (2020/21)	Y5 (2021/22)			Operational N\$	Developmental	
	Resource Mobilisation and Management		% of key processes streamlined	measure the business processes that has an impact on customers and stakeholders needs, re-engineered and implemented	incremental	35%	50%	60%	70%	80%	100%	Legislative Review and oversight	20,000	0.00	DSS LS	
50%							60%	70%	80%	100%						
	Operations and Service Excellence		% of key services accessed online	measure the efficiency and accessibility of the National Council's key services on line by all clients and customers.	incremental	20%	50%	60%	70%	80%	100%	Information Services	2,100,000	0.00	DSS RIS	
50%							60%	70%	80%	100%						
	Resource Mobilisation and Management		% compliance to OAG statutory requirements	measure the compliance of budget execution in accordance with the State Finance Act, Treasury Instructions and compliance to all OAG circulars on the annual financial statements and recommendations	Absolute	100%	100%	100%	100%	100%	100%	Financial Management & Audit Service Auxiliary Services	50,000	0.00	GS	
100%							100%	100%	100%							
	Resource Mobilisation and Management		# of joint activities undertaken	measure the combined activities for NC & NA	Absolute	2	3	5	3	3	5	Parliamentary Joint Activities	50,000	0.00	OS	
70%							100%	0%	0%	0%	0.00					

Planning Matrix

Desired Outcome (NDP5)	Theme (Harambee)	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Indicator Type	Baseline	Annual Targets					Programme	Project	Budget		Responsible Unit
							Y1 (2017/18)	Y2 (2018/19)	Y3 (2019/20)	Y4 (2020/21)	Y5 (2021/22)			Operational N\$	Developmental	
Transparent and accountable Nation	Operations and Service Excellence	Ensure effective Regulatory Framework and Compliance	% of Assets declaration forms submitted by MPs in compliance with Privileges and Immunities Act on time	measure the submission of declaration forms by MPs	Absolute	0	100%	100%	100%	100%	100%	account-ability and transpar-ency	10,000	0.00	OS	
Total													30,007,000	0.00		

7. RISK ASSESSMENT

Enterprise Risk Management (ERM) is a process of risk identification, assessment and prioritisation, where the organisation takes a holistic approach to assess the risk of the business in order to ensure that both strategic and operational risk are identified and managed to an acceptable level.

The National Council has no enterprise-wide risk management policy and framework in place hence there is no guidance to effectively manage the risk associated with its operations. A formal policy and framework will be drafted and adopted in line with statutory requirements by the NAMCODE principles.

The Members of Parliament of the National Council are tasked with reviewing bills forwarded by the National Assembly and its Secretariat is managing the administrative and operational functions. National Council operates in a diverse, complex and geopolitical environment that exposed them to various inherent risks. Such risk needs to be identified and managed to an acceptable level.

By virtue of the nature of our business environment the following inherent risk can be associated with the National Council:

TYPE OF RISK	POSSIBLE ROOT CAUSE	MITIGATING CONSIDERATIONS
Strategic Risk	<ul style="list-style-type: none"> Strategies might become less effective due to political changes, new political office bearers elected, shifts in ideologies, diverting the existing strategies. Some strategies might be irrelevant to certain target groups and National Council might not reach the objectives. 	<ul style="list-style-type: none"> Targeted induction and comprehensive hand over Align strategies to emerging developments Proper identification of target group
Compliance Risk	<ul style="list-style-type: none"> Not having the right people, at the right time and place, doing what they are supposed to do. Roles and responsibilities unclear Absence of continuous monitoring and control of inputs, outputs and outcomes. 	<ul style="list-style-type: none"> Recruitment and Selection process to be specific to the position Induction and continuous orientation Continuous reporting of activities undertaken
Operational Risk	<ul style="list-style-type: none"> Unclear operational rules and processes. Operational plans not in place or implemented. 	<ul style="list-style-type: none"> Sensitize Members and Staff on operational rules and processes. Develop and implement operational plans according to timelines
Financial Risk	<ul style="list-style-type: none"> Inadequate financial resources due to pre-determined ceilings 	<ul style="list-style-type: none"> Prioritize allocation and utilization of available resources
Reputational Risk	<ul style="list-style-type: none"> Customer dissatisfaction Unrealistic or unattainable recommendations Poor communication between OMAs and the National Council Negative perception of stakeholders 	<ul style="list-style-type: none"> Implement Customer Service Charter SMART recommendations Conduct regular follow-up and consultation Give regular feedback on oversight activities

8. CRITICAL SUCCESS FACTORS

- The National Council will put in place an M&E framework to ensure the implementation of the Strategic Plan.
- The Office of the Secretary will be responsible for facilitating the overall implementation of the Strategic Plan.
- All directorates to prepare annual work plans that will reflect the strategic objectives.
- Directorates work plans to be submitted to the Secretariat of the MIT for consolidation.
- MIT will monitor the implementation of the work plans and the reporting.
- The Strategic Plan MIT will comprise of representatives from each directorate.
- MIT focal persons to collect M&E data that will inform the annual reports.
- The MIT will be supervised by the Management Committee.
- Secretary to the National Council will periodically report on the implementation of the Plan to the Standing Rules and Orders Committee.

9. ANNEXURES

ANNEXURE 1: DEFINITION OF TERMS

Benchmarking: A systematic and deliberate search for best practices that would lead to performance improvement when implemented in an organisation. It is a learning process to close the performance gap.

Cascading: A series of interventions through which an organisation passes objectives from the higher to the lower levels for implementation.

Core Values: Are the main guiding principles that determine the way things get done in an organisation. These are normally beliefs demonstrated through day-to-day behaviours of all employees.

Initiatives: Current and future activities, projects and programmes an organisation is engaged or will carry out in order to ensure that objectives are achieved. Initiatives drive strategic performance; they are not ends in themselves.

Interventions: Are types of measures or activities that are introduced to improve organisational performance. These include introduction of new technology and work methods, building human intellect and introducing strategic management

Mandate: A binding obligation or authority given to an organisation to carry out or conduct certain activities within well-defined context as expressed in specific legislation.

Mission Statement: It is a statement that defines the nature and core purpose of an organisation based on its mandate as expressed in specific legislation.

Objective: A specific, concrete, long or short-term statement of desired results, condition or accomplishment towards the achievement of strategic and management plans.

Outcome: The consequence, effect or impact of achieving specific objectives or results. **Outputs:** The services delivered or products produced.

Performance Target: Is an agreed quantifiable performance level or change in performance level to be attained by a specific date, often based on the current baseline of performance.

Programme: Is a planned series of future events or performance.

Project: Is a set of interrelated tasks to be executed over a fixed period and within certain cost and other limitations.

Strategy: A strategy starts with the present state of the organisation's performance and moves to the desired state of the organisation's performance by asking three questions "Where are we now?" "Where do we want to go?" and "How do we get there?"

Vision: Is an attractive and a desirable picture of the organisation in five to ten years. It is a dream.

ANNEXURE 2: STAKEHOLDERS ANALYSIS

The core function of the NC Secretariat is to provide an enabling environment and services to Members of Parliament to allow them to perform their mandates effectively; hence Members of Parliament are key stakeholders.

The National Council has linkages with all OMAs and RCs as it facilitates the review of legislation and carrying out of the oversight function. It also has other links with the public, as the MPs are representatives of the people.

The matrix below is an analysis of some of the key stakeholders and their and National Council's expectation:

STAKEHOLDER	STAKEHOLDER EXPECTATION	NATIONAL COUNCIL EXPECTATION
Members of Parliament	<ul style="list-style-type: none"> • Efficient services, technical as well as administrative support • Conducive working environment (office accommodation, adequate ICT infrastructure etc.) • Capacity building 	<ul style="list-style-type: none"> • Enhanced quality of bills • Improved quality of debate in the house • Effective use of ICT infrastructure, office accommodation, capacity building
Public	<ul style="list-style-type: none"> • Effective Representation • Quality Service provision • Good governance • Improve legislation • Appropriate utilization of resources 	<ul style="list-style-type: none"> • Participation in law making process • Feedback on existing laws • Feedback on customer services
Staff members	<ul style="list-style-type: none"> • Adequate remuneration • Staff wellness • Training and development • Security • Office accommodation /environment • Career path development, retention and exit plan 	<ul style="list-style-type: none"> • Improved performance/ service delivery • Staff loyalty/pride • Timely implementation of programmes • Adherence to rules and regulations
Ministries and other public institutions including Regions	<ul style="list-style-type: none"> • Debate and scrutiny of Bills and national budgets on a timely basis • Identify and harmonized laws • Better and effective communication on all issues 	<ul style="list-style-type: none"> • Implement passed laws • Efficient and effective utilization of resources, efficient and effective feedback on all issues • Implement Committees recommendations

Media	<ul style="list-style-type: none"> • Free access to information • Facilitation in the House • Timely information on Parliament 	<ul style="list-style-type: none"> • Responsible Journalism • Accurate reporting
Civil Society Organizations	<ul style="list-style-type: none"> • Inclusiveness in the legislative process 	<ul style="list-style-type: none"> • Positive Criticism • Contribution to the law making process
Development Partners	<ul style="list-style-type: none"> • Good Governance • Growth in democracy 	<ul style="list-style-type: none"> • Partnership in good faith
Global Partners	<ul style="list-style-type: none"> • Active participation in International meetings • Implementation of resolutions 	<ul style="list-style-type: none"> • Capacity Building for MPs and Staff • Best practices • Contribution to the Global agenda
Academia	<ul style="list-style-type: none"> • Inclusiveness in the legislative process • Opportunity for student internships 	<ul style="list-style-type: none"> • Capacity Building for MPs and Staff • Partnership in research and development

ANNEXURE 3: STRATEGIC IMPLEMENTATION FRAMEWORK

This part articulates the implementation framework of the strategic plan, which includes monitoring and evaluation of results and how resources will be mobilised to implement activities.

Monitoring and Evaluation

In order to ensure that the implementation of the Strategic Plan is carried out in a planned and coordinated manner, the National Council will put in place a monitoring and evaluation framework. The Office of the Secretary will be responsible for facilitating the overall monitoring and evaluation of the implementation of the Strategic Plan. In this regard, all directorates will be required to prepare annual work plans that will reflect the strategic objectives and activities under their jurisdiction as outlined in the implementation plan. Directorates work plans will be submitted to the Secretariat of the MIT for consolidation and submission to MIT. Furthermore, the MIT will monitor the implementation of the work plans and the reporting.

The Strategic Plan Ministerial implementation Team will comprise of representatives from each directorate. These representatives will serve as focal points and will facilitate the liaison between their Directorate and MIT to ensure effective co-ordination in the implementation of the Strategic Plan. The focal points will also assist the MIT to collect M&E data that will inform the annual reports.

The Strategic Plan Ministerial Implementation Committee will be supervised by the Management Committee which will comprise Managers with the Secretary as the Chairperson.

The Secretary of the National Council will periodically report on the implementation of the Plan to the Standing Rules and Orders Committee.

Resource Mobilisation

The successful implementation of this Strategic Plan will require the continued support of the Executive arm of Government and various co-operating partners. The Institution will therefore, ensure that the mobilised resources are prudently utilised in order to achieve the intended objectives. This will foster increased confidence in the institution by both the Government and co-operating partners, and result in sustainable support of the Strategic Plan.



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