



REPUBLIC OF NAMIBIA

MINISTRY OF URBAN AND RURAL DEVELOPMENT

STRATEGIC PLAN

2025/26 – 2029/30

Table of Contents

Abbreviations and definition of terms.....	ii
Foreword by the Minister	iii
Acknowledgement by the Executive Director	iv
Executive Summary.....	v
1. INTRODUCTION	1
1.1 Introduction and background.....	1
1.2 The Purpose of a Strategic Plan	1
1.3 Major achievements.....	2
1.4 The linkage to the High-Level Initiatives	2
1.4.1. <i>Vision 2030 (V2030)</i>	3
1.4.2. <i>National Development Plan Six (NDP6)</i>	3
1.4.3. <i>Sustainable Development Goals (SDG's)</i>	4
1.4.4. <i>SWAPO Manifesto</i>	4
1.4.5. <i>Decentralization Policy</i>	4
2. HIGH LEVEL STATEMENTS.....	5
2.1. The Mandate	5
2.2. Vision.....	5
2.3. Mission.....	5
2.4. The Core Values	5
3. ENVIRONMENTAL SCANNING (SITUATION ANALYSIS)	6
3.1 SWOT Analysis.....	6
3.2 PESTLE Analysis.....	7
4. STRATEGIC ISSUES	11
5. STRATEGIC PILLARS AND STRATEGIC OBJECTIVES.....	13
6. LOGICAL FRAME (LOG FRAME)	15
7. RISK ASSESSMENT	22
8. CRITICAL SUCCESS FACTORS	26
APPENDIX A - STAKEHOLDERS ANALYSIS.....	27
APPENDIX B - POLICIES AND LEGISLATION GUIDING MURD IN ITS DAY-TO-DAY ACTIVITIES	29

Abbreviations and definition of terms

ACC	Anti-Corruption Commission
ACE	Association of Consulting Engineers
AG	Office of the Attorney General
AMICAAL	Alliance for Mayors Against HIV/AIDS in Africa
CBO	Community Based Organization
CTPE	Council of Town Planning Engineers
DHSD	Department Human Settlement Development
DDC	Directorate Decentralization Coordination
DFHRAIT	Directorate Finance, Human Resource, Administration and Information Technology
DHHD	Directorate Habitat and Housing Development
DRDC	Directorate Rural Development Coordination
DRLGTAC	Directorate Regional and Local Government and Traditional Authorities Coordination
DSNGTAA	Department Sub-National Government and Traditional Authorities Affairs
ECB	Electricity Control Board
ECN	Engineering Council of Namibia
HPPII	Harambee Prosperity Plan II
KRAs	Key Result Areas
LAs	Local Authorities
LED	Local Economic Development
MISA	Media Institute of Southern Africa
MTP3	Third Medium Term Plan on HIV/AIDS
MURD	Ministry of Urban and Rural Development
NBC	Namibia Broadcasting Corporation
NDP5	Fifth National Development Plan
NDP6	Sixth National Development Plan
NGO	Non-governmental Organization
NHE	National Housing Enterprise
NPC	National Planning Commission
OAG	Office of the Auditor General
OPM	Office of the Prime Minister
PA s	Performance Agreements
PDP s	Personal Development Plans
PESTLE	Political, Economic, Socio-cultural, Technological, Legal and Environmental Analysis
SWOT	Strength Weaknesses Opportunities and Threats
PMS	Performance Management System
PSRI	Public Service Reform Initiative
RC s	Regional Councils
RLAA	Regional and Local Authority Association
RLED	Regional Local Economic Development
SDFN	Shack Dwellers Federation of Namibia
SWAPO	South West Africa People's Organization

Foreword by the Minister



Strategic Planning is a critical component in repositioning the Ministry and equipping it with a focused framework for dealing with its developmental challenges. In this regard, the importance of the Public Service Reform Initiative (PSRI), which underpins Public Service Strategic Planning and Management, cannot be overemphasized.

Our Strategic Plan has been developed in line with Government aspirations as enshrined in Vision 2030 and the National Development Plans, among others. It therefore forms the critical link between national high-level initiatives and the Ministry's purpose and direction.

It is our hope that through the effective implementation of this Strategic Plan, we shall effectively and systematically tackle the developmental challenges that the Ministry is faced with in order to contribute significantly to the achievement of the pronounced National Development Goals in the areas of Urban and Rural Development.

This shall be achieved through fostering the key initiatives which the Ministry must undertake namely:

- i.) Sustainable Human Settlement Development;
- ii.) Effective Governance and Public Service Delivery; and
- iii.) Regional and Rural Development

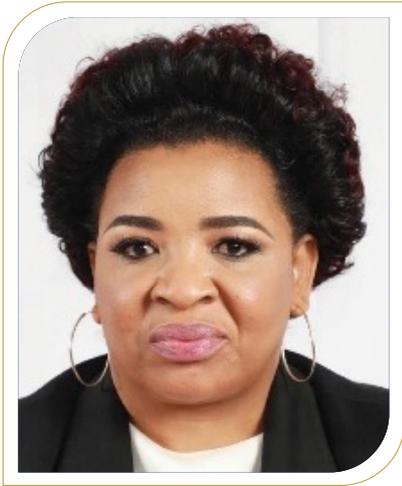
However, we do acknowledge that having a good Strategic Plan is not the solution in itself. This Plan needs to be translated into concrete actions in order to achieve our vision as a Ministry. Through the established strategic initiatives, we need to systematically and competently translate this document into noticeable results in line with our set objectives.

Our Mission and Core Values as a Ministry are critical in this regard for the purposes of establishing a sense of strategic direction and an organizational culture that promotes performance while revitalizing us with the necessary visionary focus each passing day till we arrive at our desired destination.



SANKWASA JAMES SANKWASA (MP)
MINISTER

Acknowledgement by the Executive Director



I extend my sincere gratitude to all the staff members as well as the Office of the Prime Minister (OPM), through their Department Public Services Management (DPSM), for their uncompromising commitment, dedication and insights were invaluable in the development of this Strategic Plan. It is my sincere wish that this Strategic Plan will be executed over the next five financial years with the same vigour that was shown during its development.

I would also like to acknowledge the contribution in various respects and at different levels by all those who will help us to translate this Strategic Plan into action in order for the Ministry to achieve its Vision and to meaningfully contribute towards achieving NDP6 and Vision 2030.


DR. WILHELMINE SHIVUTE
EXECUTIVE DIRECTOR



Executive Summary

The Strategic Plan of the Ministry of Urban and Rural Development (MURD) serves as a management and implementation tool for the Ministry aimed at strategically directing, monitoring and evaluating its overall performance in order to discharge its mandate in line with the government's expressed strategic objectives regarding Sub-national Governments in order to make meaningful contribution toward the achievement of Vision 2030 and NDP6.

The formulation of this Strategic Plan of the Ministry of Urban and Rural Development is part of the Public Service Reform Initiative's (PSRI) Performance Management System (PMS). This Strategic Plan incorporates the need to create and nurture an enabling environment for the establishment of the desired and sustainable sub-national government system that will among others accelerate socioeconomic development in Namibia.

The Ministry of Urban and Rural Development initiated the formulation of its Strategic Plan by engaging its stakeholders in the formulation of high-level statements and conducting situation analysis which informed the formulation of strategic themes, strategic objectives and key performance indicators.

The situation analysis employed SWOT, Stakeholders and PESTLE analysis to identify strategic issues, strategic themes as well as for crafting of the strategic objectives.

The attainment of the Strategic Objectives is measured under the scheduled key performance indicators (KPI) presented in the Planning Matrix (Page 18). In total eighteen (18) KPIs have been identified to measure the performance of the Ministry's in executing the Strategic Plan covering the period 2025/26 – 2029/30.

1. INTRODUCTION

1.1 Introduction and background

The Government of the Republic of Namibia, through the Office of the Prime Minister (OPM), has embarked on a Public Service Reform Initiative (PSRI) aimed at making the Namibian Public Service a performance driven organisation. This is for the purposes of fostering operational efficiency within the Public Service system and ensuring improved service delivery to its customers in order to effectively achieve its goals as enshrined in Vision 2030.

The Strategic Planning has become a mandatory strategic tool in the Public Service in Namibia which forms a critical link between national high-level initiatives and organisational purposes and directions. Strategic Planning is one of the cornerstones for the success of the Performance Management System and Public Service Reform Initiative.

In line with Article 95 of the Constitution of the Republic of Namibia, the Ministry of Urban and Rural Development is tasked with the responsibility of formulating, coordinating and ensuring appropriate policy, legal, regulatory and institutional framework and support mechanisms for effective service delivery at sub-national government level and the realisation of national development goals in respect of urban, regional, housing and rural development.

In keeping with the Performance Management Policy for the Public Service of Namibia, the Ministry of Urban and Rural Development developed its five (5) year Strategic Plan covering the period 2025/26 – 2029/30. The process of developing the Strategic Plan of the Ministry involved all role players in the fields of land and housing delivery, decentralization of government functions, regional and local economic development.

1.2 The Purpose of a Strategic Plan

Strategic Planning uses the organization's strengths to put it in the best possible position to discharge its mandate in a dynamic environment. It also devises steps to ensure the organization's weaknesses are minimized and/or turned into its strengths. The purpose of a well-prepared strategic plan is therefore to serve as the best management tool for ensuring achievement of an organization's desired future on the basis of its mandate. This Strategic Plan has been developed keeping all of the above in mind, using the PMS methodology.

Strategic planning clarifies relationships, promotes understanding of established objectives, and assigns specific responsibilities, tasks, and time schedules necessary for the achievement of the desired future. Strategic planning is a management tool used in many organizations to set priorities, focus resources, strengthen operations and ensure that employees and other stakeholders establish agreement around intended outcomes or results and work towards common goals. A strategic plan is therefore a guiding document used to communicate with the organization the organizations goals and the actions needed to achieve those goals.

1.3 Major achievements

Below is a list of the major achievements of the Ministry during the 2-year extended plan (2023/24 – 2024/25):

- Fifty-seven (57) new townships were declared
The Ministry targeted Forty-Two (42).
- Four informal settlement areas were formalized
The Ministry targeted Four (4).
- 4,698 plots were serviced
The Ministry targeted 1,810.
- 2,802 houses were constructed throughout Namibia through the Government funded initiatives, PPP initiatives and Private Developers, etc.
The Ministry targeted 3,354.
- Constructed 1,472 Ventilated Improved Pit latrines at households and public places in rural areas.
The Ministry targeted 1,472
- Five (5) Policy and Legal frameworks were reviewed / developed:
 - » National Housing Policy reviewed
 - » Regional Constituency Development Fund Bill developed
 - » RC Act reviewed
 - » Traditional Authorities Act reviewed
 - » Council of Traditional Leaders Act reviewed
- Three Hundred and Thirty-Two (332) viable Rural Development (RD) initiatives supported.
The Ministry targeted Five Hundred (500).
- Eight (8) viable Regional and Local Economic Development (RLED) initiative supported.
The Ministry targeted Eight (8).

1.4 The linkage to the High-Level Initiatives

As part of the strategic planning process, the Ministry undertook to ensure that its Strategy is properly aligned to the National Founding Statements, which are providing the core pillars upon which this strategy is anchored.

A rigorous exercise was also undertaken to unpack the provisions of the Sixth National Development Plan (NDP6) and the Harambee Prosperity Plan II (HPP2), and to establish the Desired Outcomes that fall under the ambit and responsibility of the Ministry. This Section outlines areas that were identified from the Founding Statements, and explain the specific issues that the Ministry will be focusing on in the 2025/26 – 2029/30 strategic period.

1.4.1. Vision 2030 (V2030)

In essence, the Ministry's strategic plan operationalizes critical aspects of Vision 2030 at the urban and rural development level. By focusing on service delivery, infrastructure development, good governance and partnerships, it contributes measurably to achieving Namibia's long-term vision for prosperity, equity, and sustainability.

Here's how the Ministry's strategic plan connects to the key pillars of Vision 2030:

1

Enhancing Quality of Life

MURD emphasizes access to housing, sanitation, water, and energy-direct contributors to the improved quality of life envisioned in Vision 2030.

2

Sustainable Development & Resources Use

Through infrastructure planning and sustainable habitat development, MURD supports Vision 2030's call for sustainable utilization of natural and built resources.

3

Institutional Capacity & Governance

Vision 2030 highlights institutional strengthening and responsive governance. MURD's focus on good governance, operational excellence, and empowering local authorities aligns with that.

4

Inclusive and Integrated Development

Vision 2030 emphasizes partnerships across sectors and levels. MURD's collaborative approaches with regional councils, local authorities, traditional authorities, key stakeholders (e.g. National Housing Enterprise, Shack Dwellers Federation of Namibia, etc.) and communities reflect this integrative ethos.

5

Implementation via National Development Plans (NDPs)

Vision 2030's long-term goals are translated into actionable strategies through sequential NDPs. MURD's programmes feed into these medium-term plans, ensuring continuity toward 2030.

1.4.2. National Development Plan Six (NDP6)

NDP6 sets ambitious quantitative targets for housing, serviced land, and informal settlement reduction by 2030. MURD, via its Strategic Plan and MTEF programmatic commitments, establishes the institutional, policy, and implementation foundation to achieve these targets. The linkage lies in MURD being the implementing agency whose actions translate NDP6's human settlement goals into tangible outcomes on the ground.

How the Ministry's Strategic Plan Aligns with NDP 6 Desired Outcomes:

Corresponding NDP 6 Desired Outcome	MURD Strategic Objectives
<p>DO0229: By 2030, Namibia has unlocked housing opportunities at scale for urban and rural residents by increasing serviced plots from 25,111 to 50,000 and houses constructed from 12,598 to 55,126.</p> <p>DO0230: By 2030, proportion of households living in informal settlements have reduced from 28.7 to 14.35 percent.</p>	1. Accelerate the acquisition, planning and servicing of land and upscale informal settlement upgrading;
	2. Ensure sustainable and inclusive urban development;
	3. Accelerate inclusive housing delivery;
DO0228: By 2030, access to basic sanitation at household (hh) level has increased from 57.15 to 64.2 percent.	4. Provide access to improved sanitation at household level;
<p>DO0407: By 2030, Namibia has improved public service delivery, resulting in citizen satisfaction rate increasing from 54 to 70 percent.</p>	5. Improve sub-national government performance and service delivery;
	6. Enhance organisational and implementation structure and capacity;
	7. Reform policy and legislative frameworks; and
Aligns with NDP 6's broader Human Development outcomes on food security, nutrition, and resilience	8. Improve conditions for economic growth, employment creation and poverty alleviation.

1.4.3. Sustainable Development Goals (SDG's)

The Ministry plays a role in achieving the Sustainable Development Goals (SDGs) through effective planning, rural development and housing. The Ministry's strategic Plan aligns closely with several SDGs, particularly those of;

SDG1:	No poverty;
SDG2:	Zero hunger;
SDG6:	Clean water and sanitation;
SDG11:	Sustainable cities and communities; and
SDG 16:	Promoting inclusive societies.

1.4.4. SWAPO Manifesto

The Ministry endeavored to align this Strategy to the SWAPO Manifesto with the specific focus to:

- Reduce households living in informal settlements by upscaling the proclamation of new townships, servicing of land and the construction of houses;
- Review and implement the Decentralisation Policy to improve the efficiency and effectiveness of grassroots service delivery and strengthen the decision-making processes; and
- Improve the livelihood of the rural communities by providing basic sanitation units across needy communities, supporting community self-help projects and coordinating rural development activities across all sectors.

1.4.5. Decentralization Policy

The Ministry endeavored to align this strategy to the Decentralisation Policy to promote participatory democracy and sustainable development for the benefit of all citizens.

2. HIGH LEVEL STATEMENTS

2.1. The Mandate



The Ministry of Urban and Rural Development is responsible for formulating, coordinating and ensuring appropriate policy, legal, regulatory, institutional framework and support mechanisms for effective and sustainable urban and rural development in Namibia

2.2. Vision



To be the leading institution in ensuring effective governance and sustainable urban and rural development

2.3. Mission



To provide requisite policy, legal, regulatory and financial support for effective regional and local governance and development

2.4. The Core Values

Core Value	What we mean
Confidentiality:	We shall keep and treat our customer' information in strict confidence, unless legally obliged to do so or with their expressed consen
Transparency and accountability:	We shall be open and accountable in our dealings with our customers in keeping with the law and set governance procedures
Impartiality:	We shall treat all of our customers the same, irrespective of their race, colour, ethnic origin, sex, religion, creed or social or economic status
Professionalism:	We shall at all times be ethical and professional in our conduct and our dealings with our customers
Respect and dignity:	We shall treat our customers with utmost respect and dignity
Innovation and creativity:	We shall provide efficient and effective service to our customers by employing innovation and creativity

3. ENVIRONMENTAL SCANNING (SITUATION ANALYSIS)

The Ministry of Urban and Rural Development undertook a number of processes to analyse the prevailing situation. Among others, the Ministry employed SWOT and PESTLE with the purpose of identifying the strategic issues and the strategic themes.

3.1 SWOT Analysis

	Strengths	Weaknesses
<i>Internal environmental scan</i>	<ul style="list-style-type: none"> • Supportive Legal and Policy Framework in place • Dedicated human resource workforce • Budgetary allocations • Well established and functional institutions at sub-national level • Political will and support • Intellectual capacity of management and staff • Good leadership • Availability of work-enhancing ICT systems and equipment • Good stakeholder relations 	<ul style="list-style-type: none"> • Misalignment between mandate and existing organizational structures • Shortage of critical technical skills (i.e. Planners & Engineers). • Cumbersome town and regional planning processes • Inadequate data and information management systems to guide effective planning and execution • Inadequate planning, coordination, communication, implementation, monitoring and evaluation capacity • Dilapidated / aging existing infrastructure (water, sewerage, road and electricity) in most, if not all towns, villages and settlements • Different financial years between Central Government (April – March and Local Authorities (July – June) • Poor recovery / non-payment for municipal rates, taxes and other services • Aging network equipment
	Opportunities	Threats
<i>External environmental scan</i>	<ul style="list-style-type: none"> • Globalization and international relations • Changes in Technology • Existence of Institutions of Vocational and Tertiary Education for development of required skills • Availability of enabling infrastructure (ICT, transport and utilities) • Clear political and policy direction • Public–Private and Public–Public Partnerships (PPPs) to cover gaps (skills and financing) • Resources and capacities at community level 	<ul style="list-style-type: none"> • Low economic growth • Climate change • High rate of rural/urban migration • High input cost of land servicing and housing • Political admin issues (TA vs LA vs RCs and amongst themselves conflicts) • Social cohesion issues (corruption, tribalism) • Social evils such as alcoholism, drug abuse, etc. • Resistance by communities to accept compensation • Slow progress to decentralize functions of some Line Ministries

3.2 PESTLE Analysis

MURD PESTLE ANALYSIS - MACRO-ENVIRONMENTAL INFLUENCES			
FACTORS	IMPLICATIONS	OPPORTUNITY	THREAT
[P] POLITICAL FACTORS			
• Peace and Stability	Prosperity and service delivery	X	
• Democracy	Good governance	X	
• Political differences	No consensus		X
• Change in leadership	Cost of training new Councillors	X	
	New views/ideas	X	X
• Multi-party state	Low progress in implementation		X
	Participatory democracy	X	X
• Political intolerance	Diverse views	X	X
• Political interference	Delay in decision making and program implementation	X	X
• Level of education for Regional Councillors & Party list system	Poor service delivery; loyalty to party		X
[E] - ECONOMIC FACTORS			
• Unemployment	Poverty		X
	Urban migration		X
	Crime and other social evils		X
	High HIV/AIDS prevalence		X
	Inability to pay for services		X
	Compromised education standards		X
	Forced cheap labour		X
• Unskilled labour	Low productivity;		X
	Poor service delivery;		X
• Low Economic growth	High inflation		X
	Low repayment recovery		X
	Poor quality of life		X
	Unemployment		X
	Poor revenue base / low tax collection		X
	Slowed development		
• Increase in investment opportunities	Increased in tax revenue	X	
	Increase in productive sectors (tourism, mining, etc.)	X	
	Increased Direct Foreign investment	X	

MURD PESTLE ANALYSIS - MACRO-ENVIRONMENTAL INFLUENCES

FACTORS	IMPLICATIONS	OPPORTUNITY	THREAT
• Budgetary constraints	Underfunding of priority projects;		X
• Inflation	Reduced purchasing power		X
• Inadequate local resource base	Underfunding of priority projects		X
• Enlarged SACU transactions	Increase in Budget revenue	X	
• High inflation	Lower purchasing power, service delivery could be compromised		X
• Socio-economic inequalities	Crime; poverty, drug use, homelessness, etc.		X
[S] - SOCIO-CULTURAL FACTORS			
• HIV/AIDS prevalence	Reduced productivity		X
	Reduced life expectancy		X
	Development funds diverted e.g. OVCs		X
	Incapacitated workforce		X
• Crime	High cost of crime prevention		X
• Corruption	Decrease in Tax revenue		X
	High cost of resources required to fight corruption		X
	Inflated costs for goods, services		X
	Service delivery will most likely be compromised		X
• Poverty	Urbanization;		X
	Reduced life expectancy.		X
	Increase in HIV/AIDS prevalence;		X
	Crime		
	Homelessness		
	Poor education		
• Diverse cultural background	Multicultural impediments		X
	Multicultural enrichment	X	
• Gender inequality	Economic disparities; social exclusion; High maternal deaths		X
• Youthful population	High labour turnover & low productivity		X
	Increased innovation	X	

MURD PESTLE ANALYSIS - MACRO-ENVIRONMENTAL INFLUENCES

FACTORS	IMPLICATIONS	OPPORTUNITY	THREAT
<ul style="list-style-type: none"> • Illiteracy 	Low productivity;		X
	Economic stagnation		
	Poor governance		X
[T] - TECHNOLOGICAL FACTORS			
<ul style="list-style-type: none"> • Inappropriate Building technology 	Unaffordable & inadequate housing		X
	Imported building materials		X
	Usage of viable alternative local building materials	X	
<ul style="list-style-type: none"> • Evolving I.C.T infrastructure 	Efficiency/informed decision making	X	
	Cost of deploying new technology		X
	High cost to re-train IT staff as technology evolves		X
	Networking barriers		X
	Communication barriers		X
	Accessibility and performance (speed)	X	
<ul style="list-style-type: none"> • Technological advancement/ Innovation 	Machines / Robots replacing human labour		X
	Loss of jobs for unskilled workers		X
	Inadequate & costly system designers/developers		X
	Increased production	X	
	Application of alternative human settlement solutions/technologies	X	
<ul style="list-style-type: none"> • e-governance 	Efficiency	X	
	High availability of services (24/7)	X	
	Lower cost of service delivery	X	
[L] - LEGAL FACTORS			
<ul style="list-style-type: none"> • Poor legal understanding 	Labour unrest; litigations; cost implication; resource wastage		X
<ul style="list-style-type: none"> • Local authority reform 	Law amendment	X	
<ul style="list-style-type: none"> • Outdated pre-colonial laws 	Hinder implementation and service delivery; uncertainty		X
<ul style="list-style-type: none"> • Poor administration of communal land 	Social instability		X
<ul style="list-style-type: none"> • Conflicting laws 	Discrimination and different interpretation; delayed decentralization		X

MURD PESTLE ANALYSIS - MACRO-ENVIRONMENTAL INFLUENCES			
FACTORS	IMPLICATIONS	OPPORTUNITY	THREAT
• Independent judiciary	Rule of law, stability and security	X	
[E] - ENVIRONMENTAL FACTORS			
• E.I.A	Delay development projects		X
• Sanitation	High cost		X
• Inadequate Environmental policies	No appropriate environmental supervision		X
• Build environment	Inappropriate designs (high density areas)		X
	High construction costs		X
• Natural disasters (floods, bush fires)	Infrastructure destroyed		X
	Reduced productivity, delaying development		X
	Deaths/diseases		X
	Loss of agricultural production		X
	Displacements		X
	Diversion of funds to mitigate impact		X

4. STRATEGIC ISSUES

The followings are the strategic issues that are affecting the performance of the Ministry:

Strategic Issues	Description / Remarks on Strategic Issue
1. Policy and Legal impediments	<ul style="list-style-type: none"> • Impediments on current legal and policy instruments • Lack of legal coherence and policy coordination across sectors • Slow implementation of Decentralisation Policy due to weak fiscal decentralisation, poor administrative decentralisation and Ineffective inter-ministerial coordination and positioning • Limited security of tenure to source financing for economic transformation in rural areas
2. Urbanisation / Urban Sprawl	<ul style="list-style-type: none"> • Rapid urbanization and migration • Scarcity of urban and rural service infrastructure provision • Informal settlement proliferation • Lack of National Spatial Framework and adequate capacity to implement plans effectively • Weak enforcement of urban and regional planning policies to guide sustainable urban expansion, improve service delivery and minimize informal settlements
3. Lack of affordable Housing	<ul style="list-style-type: none"> • High cost of housing construction • Inadequate affordable serviced land • Limited technical and coordination capacity amongst all stakeholders to enable land delivery at the required scale • Ineffective/poor project management leading to capital projects not being completed on time and within the allocated budget
4. Access to serviced land	<ul style="list-style-type: none"> • Inadequate housing and backlog estimated at 400,000 houses in the country • The high cost of servicing urban land is hampering beneficiaries to access land for their housing needs. • Low-density urban development model • Heavy reliance on expensive and small number of external Consulting Engineers and unattractive remunerative packages in public sector • Inadequate research and innovation on alternative solutions and models in built environment
5. Poor Sanitation	<ul style="list-style-type: none"> • High open defecation • Inadequate sanitation facilities • Low awareness on sanitation and hygiene. • Non-availability of reliable data for baseline assessments on sanitation. • Social norms and cultural practices affect the development, acceptance and usage of the sanitation facilities.

Strategic Issues	Description / Remarks on Strategic Issue
<p>6. Rural underdevelopment</p>	<ul style="list-style-type: none"> • Centralised services in urban areas and/or limited access to funding (collateral), business management skills and access to market for their products and supporting infrastructure (Connectivity/ICT, roads and railway, electricity, water reticulation/infrastructure, agricultural services etc.) • Insufficient budget allocation to rural development • Limited funding to support traditional governance and customary land administration • Inadequate research and innovation to support rural development and community resilience • Non-availability of reliable data for baseline assessments in rural areas
<p>7. Low economic growth in rural and urban areas</p>	<ul style="list-style-type: none"> • Unemployment/constrained economic opportunities • Low economic growth in rural and urban areas • Widespread poverty and low levels of household income • Insufficient financial recovery from municipal services and housing loans • Lack of programs and financing mechanisms to support affordable and decent housing in rural areas • Difficulties to access credit due to tenure security in rural areas • Unemployment particularly for youth • Limited socio-economic opportunities (unemployment and low income) and diversity result in high rural urban migration. • Lack of industrialization initiatives • Diminishing community cultural heritage and limited funding to traditional governance and administration • Untapped partnership opportunities • Inadequate research and innovation to socio-economic factors affecting urban and rural development • Depleted natural resources, food insecurities and climate change
<p>8. Coordination, resource and capacity constraints</p>	<ul style="list-style-type: none"> • Inadequate capacity for planning, coordination, implementation, monitoring and evaluation budgetary and financial constraints • Shortage of critical technical skills • Limited technical and coordination capacity to enable housing delivery at the required scale • Difficulty to attract and retain Engineers, Surveyors, Architects, Town and Regional planners due to unattractive remuneration structure / packages. • Inadequate youth work-integrated opportunities • Insufficient budgetary allocation and to support land, housing and rural development programmes of the Ministry. • Limited capacity of Local Authorities and Regional Councils to generate sufficient revenue • Misalignment between mandate and existing organizational structures (Capacity of LAs and lack of mandate for central government land and housing services)

5. STRATEGIC PILLARS AND STRATEGIC OBJECTIVES

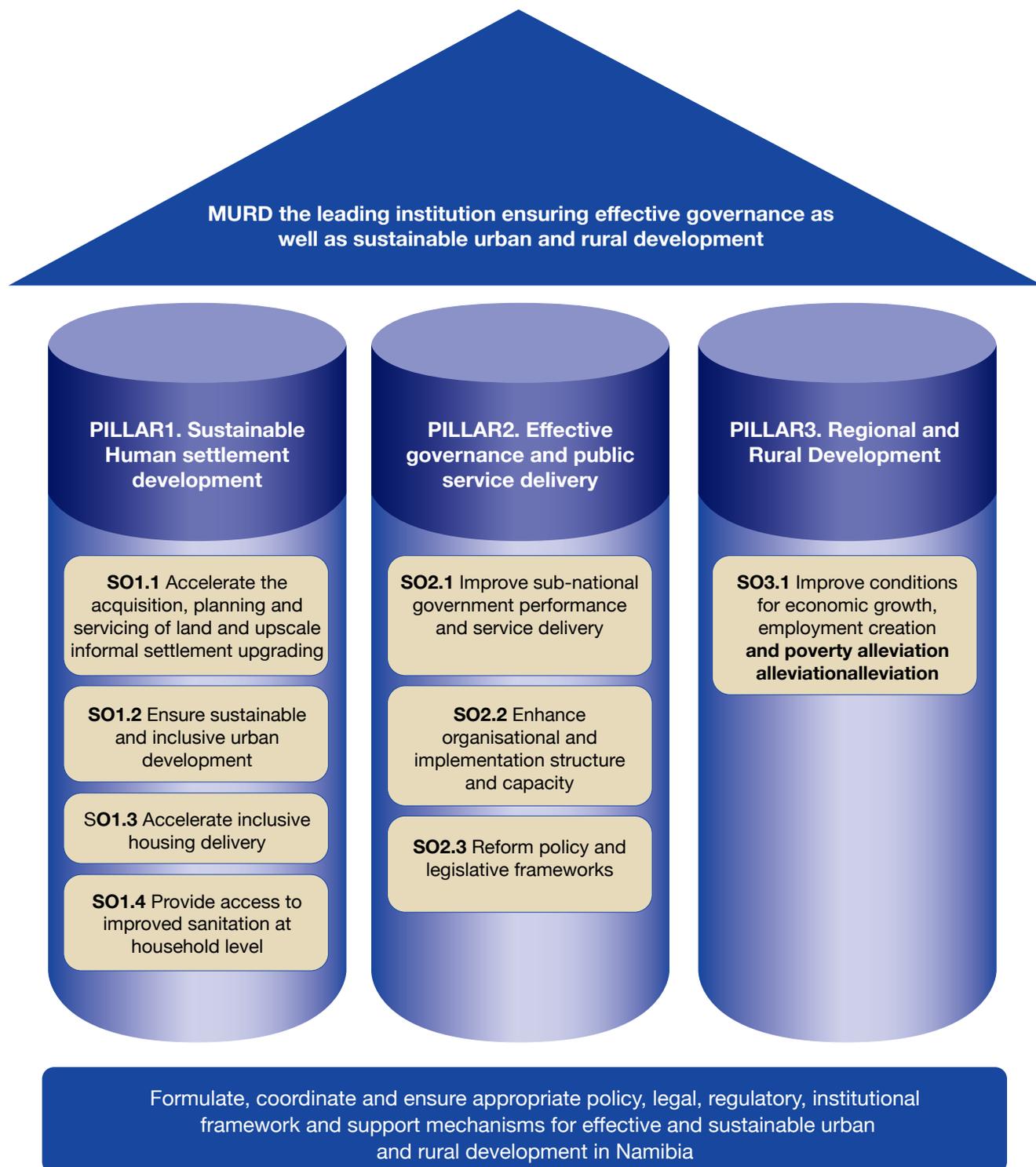


Figure 1: Linkages between the High-level Statements, Strategic Themes and Strategic Objectives

PILLAR	STRATEGIC OBJECTIVE	PILLAR	STRATEGIC OBJECTIVE
Pillar 1: Sustainable Human Settlement Development	<ul style="list-style-type: none"> Accelerate the acquisition, planning and servicing of land and upscale informal settlement upgrading; Ensure sustainable and inclusive urban development; Accelerate inclusive housing delivery; Provide access to improved sanitation at household level; 	<ul style="list-style-type: none"> Pillar 2: Effective Governance and Public Service Delivery 	<ul style="list-style-type: none"> Improve sub-national government performance and service delivery Enhance organisational and implementation structure and capacity; Reform policy and legislative frameworks
		<ul style="list-style-type: none"> Pillar 3: Regional and Rural Development 	<ul style="list-style-type: none"> Improve conditions for economic growth, employment creation and poverty alleviation

6. LOGICAL FRAME (LOG FRAME)

Desired Outcome	Strategic Themes / Pillars	Strategic Objective	Key Performance Indicator	Indicator Definition	Indicator Type	Baseline	Annual Targets					Project	Budget ('000)		Responsible Unit
							Y1 (2025/26)	Y2 (2026/27)	Y3 (2027/28)	Y4 (2028/29)	Y5 (2029/30)		Operational	Development	
By 2030, proportion of households living in informal settlements have reduced from 28.7 to 14.35 percent	Accelerate the acquisition, planning and servicing of land and upscale informal settlement upgrading	# of new townships proclaimed	New townships proclaimed in Informal Settlement Areas approved and Gazetted	Absolute		373	31	31	31	31	31	Provision of basic services and bulk infrastructure	Operational	Development	HHD
							10,000	10,000	10,000	10,000	10,000	2,500,000	325,500		
By 2030, Namibia has unlocked housing opportunities at scale for urban and rural residents by increasing serviced plots from 25,111 to 50,000 and houses constructed from 12,598 to 55,126	Accelerate inclusive housing delivery	# of houses constructed	Plots/erven serviced throughout the country in Informal Settlement areas	Absolute		25,111	3000	13,100	12,500	12,500	12,500	Provision of basic services and bulk infra-structures.	Operational	Development	HHD
							10,000	10,000	10,000	10,000	10,000	13,132,000	13,132,000		

Desired Outcome	Strategic Themes / Pillars	Strategic Objective	Key Performance Indicator	Indicator Definition	Indicator Type	Baseline	Annual Targets					Project	Budget (000)		Responsible Unit
							Y1 (2025/26)	Y2 (2026/27)	Y3 (2027/28)	Y4 (2028/29)	Y5 (2029/30)		Operational	Development	
By 2030, access to basic sanitation at household level has increased from 57.15 to 64.2 percent.		Provide access to improved sanitation at household level	# of urban households provided with sanitation	Provision of basic sanitation in urban areas (Informal Settlement areas) to be shared by a group of households (each facility has 20 units, total 20,000 units) sanitation facilities	Absolute	11,450	250	4,000	4,000	4,000	4,000	Provision of basic urban sanitation		2,031,250	HHD
							1,000	1,000	1,000	1,000	1,000				
			# of toilets constructed in rural areas	Construction of Ventilated Improved Pit latrines at households and public places in rural areas Each of the fourteen (14) regions is expected to construct a minimum of 71 Toilets per Annum	Absolute	71,923	1,000	1,000	1,000	1,000	1,000	Provision of basic rural sanitation	166,500	RDC	

Desired Outcome	Strategic Themes / Pillars	Strategic Objective	Key Performance Indicator	Indicator Definition	Indicator Type	Baseline	Annual Targets					Project	Budget ('000)		Responsible Unit
							Y1 (2025/26)	Y2 (2026/27)	Y3 (2027/28)	Y4 (2028/29)	Y5 (2029/30)		Operational	Development	
By 2030, Namibia has improved public service delivery, resulting in citizen satisfaction rate increasing from 54 to 70 percent.	Good Governance and Operational Excellence	Improve sub-national government performance and service delivery	# of RCs and LAs in compliance with the submission of statutory requirements	RCs (14) and LAs (59) in compliance with the submission of statutory requirements.	Absolute +	0	73	73	73	73	73	Good Governance	20,500		RLGTAC
							73	73	73	73	73	Budget Compliance and Scrutiny	4,903,840		RLGTAC
Enhance organisational implementation structure and capacity		Enhance organisational implementation structure and capacity	# of functions decentralised	Number of Functions delegated from Ministries to Regional Councils MAFWLR (5), MEYSAC (3) (Y1) MJLR (6) (Y2) MHSS (3), MWT (1) (Y3) MET (2) (Y4) MURD (2) (Y5)	Absolute	25	8	8	4	2	2	Enhancement of Public Participation (Decentralisation)	67,211		DDC
							8	8	4	2	2	Decentralisation of functions			

Desired Outcome	Strategic Themes / Pillars	Strategic Objective	Key Performance Indicator	Indicator Definition	Indicator Type	Baseline	Annual Targets					Pro-gramme	Project	Budget (000)		Respon- sible Unit
							Y1 (2025/26)	Y2 (2026/27)	Y3 (2027/28)	Y4 (2028/29)	Y5 (2029/30)			Opera- tional	Develop- ment	
			# of functions devolved	Number of functions devolved to Regional Councils MEIYSAC (5) (Y3) MWT (2) (Y4) MAFWLR (7) (Y5)	Absolute	0	0	5	0	7	Enhance- ment of Public Par- ticipation (Decentrali- sation)	Decentral- isation / Devolution of functions	40,774		DDC	
		Policy and legislative reform	# of Policy and Legal frame- works reviewed	The review of: Regional Council Act, Compensation Policy, Local Author- ities Act, Traditional, Authorities Act, Council of Traditional Leaders Act, (Y1) Decentrali- sation Policy, RLED Policy, National Ru- ral Develop- ment Policy & Strategy; (Y2) Decentralisa- tion Enabling Act (Y3)	Absolute	0	1	3	0	0	Good Gov- ernance	Good gover- nance	10,000		DDC RLGTA RDC	

Desired Outcome	Strategic Themes / Pillars	Strategic Objective	Key Performance Indicator	Indicator Definition	Indicator Type	Baseline	Annual Targets					Pro-gramme	Project	Budget (000)		Respon- sible Unit
							Y1 (2025/26)	Y2 (2026/27)	Y3 (2027/28)	Y4 (2028/29)	Y5 (2029/30)			Opera- tional	Develop- ment	
			# of Policy and Legal frame- works developed	The develop- ment of: Urban Land Policy (Y1) Regional Constituency Development Fund Bill, Intergovern- mental Fiscal Transfer Policy, Rent Bill and regu- lations, Rent Policy and Imple- mentation Strategy, Na- tional Spatial Development Framework (NSDF) (Y3)	Absolute	0	1	0	5	0	0	6,000		DDC RLGTAC RDC HHD		

Desired Outcome	Strategic Themes / Pillars	Strategic Objective	Key Performance Indicator	Indicator Definition	Indicator Type	Baseline	Annual Targets					Project	Budget (000)		Responsible Unit
							Y1 (2025/26)	Y2 (2026/27)	Y3 (2027/28)	Y4 (2028/29)	Y5 (2029/30)		Operational	Development	
By 2030, the number of informal enterprises transitioned into the formal economy has increased to 950 from 310	Economic recovery, transformation and resilience	Create / improve conditions for economic growth, employment creation and poverty alleviation	# of Rural Development projects supported	viable Rural Development (RD) projects supported (minimum of 14 projects per region)	Absolute	0	200	200	200	200	200	Rural Development economic initiatives	44,000		RDC
							1	1	1	1	1	82,000		RLGTAC	
			# of Open Markets constructed	Construction of Open Markets with essential amenities built to support the diverse needs of MSMEs and informal businesses Outjo (Y1), Okongo (Phase 4) (Y2), Oshivelo (Y3), Grootfontein (Y4) & Omaruru (Y5)	Absolute	0	1	1	1	1	1	Regional, Local Economic Development			

Desired Outcome	Strategic Themes / Pillars	Strategic Objective	Key Performance Indicator	Indicator Definition	Indicator Type	Baseline	Annual Targets					Project	Budget (000)		Responsible Unit
							Y1 (2025/26)	Y2 (2026/27)	Y3 (2027/28)	Y4 (2028/29)	Y5 (2029/30)		Operational	Development	
			# of MSME's and informal businesses empowered	MSME's and informal businesses empowered through training, mentorship and other skills development services (2x RC and 2x LA)	Absolute	0	146	146	146	146	146	Regional, Local Economic Development	8,000		RLGTAC
			# of Regional Local Economic Development (RLED) infrastructures constructed	Construction of Economic infrastructure: Oshikuku (Y1) Ruacana (Y4) Opuwo (Y5)	Absolute		1	0	1	1		Regional, Local Economic Development	20,000		RLGTAC

7. RISK ASSESSMENT

The Ministry has identified the following critical risks that can impede the realisation of its mandate:

Risk ID	Description	Impact	Likely-hood	Mitigation Strategy	Responsible
Spatial Planning and Serviced Land Delivery					
R1	Insufficient fund- ing	Affecting project timelines and scope	High	<ul style="list-style-type: none"> Resource mobilisation 	RCs, LAs, MURD, MAWLR, NPC, MoF, NGOs, CBOs, Private Sector, Development Partners
R2	Unavailability of developmental land in various RCs/ LAs	Will require expansion of town boundaries in rural areas, which adversely affects the livelihoods and lifestyles of households residing in those areas	Medium	<ul style="list-style-type: none"> Densification to utilize available land more efficiently and to reduce urban sprawl as well as expansion of town boundaries on communal land. Expansion of town boundaries should be done when and where absolutely required. Hence, preparation is fundamental for rapidly growing LAs to accommodate future inevitable growth. 	MURD, MAWLR, RCs, LAs
R3	Regulatory impediments, such as town planning and building regulations, which are not flexible particularly in informal settlement upgrading projects	Prescribed standards such as town planning layouts, density, land use zoning, building design and materials may impose constraints to projects and affect the projects' feasibility and timelines	Low	<ul style="list-style-type: none"> Town planning and building regulations need to be made flexible, particularly in informal settlements in agreement between LAs and affected residents 	MURD, MAWLR, RCs, LAs, NGOs, CBOs, Academia

Risk ID	Description	Impact	Likely-hood	Mitigation Strategy	Responsible
Housing Delivery					
R4	Insufficient funding	Causes shortfalls in housing units to be delivered	High	<ul style="list-style-type: none"> Resource mobilisation 	RCs, LAs, MURD, MoFPE, NPC, NGOs, CBOs, Private Sector
R5	Inadequate land and cost thereof	Lead to shortage of affordable housing as most people will be excluded from acquiring land and subsequently building of their houses	Medium	<ul style="list-style-type: none"> Densification to utilize available land more efficiently Subsidies for the targeted groups 	RCs, LAs, MURD, MAWLR, NGOs, CBOs
R6	Market risk	Creating housing stock that is unaffordable by the targeted groups	Medium	<ul style="list-style-type: none"> Incremental housing development Prioritise community involvement in the planning and development process to ensure that housing projects meet the actual needs of residents, which can enhance community acceptance and project success. 	RCs, LAs, MURD, NGOs, CBOs, Private Sector
Decentralisation of functions					
R7	Resistance to Change and reluctance to decentralise functions	Lack of compliance by DLMS delays full decentralization of functions to the regional and local government	High	<ul style="list-style-type: none"> Redeployment of the decentralization coordination function 	MURD, OPM, OVP
R8	Change in leadership and political dynamics	Change in government leadership may lead to new programme priorities which may negatively impact the implementation of decentralisation.	Medium	<ul style="list-style-type: none"> Orientation for incoming institutional and political leaders 	MURD/ OPM/ NPC/ LMs

Risk ID	Description	Impact	Likely-hood	Mitigation Strategy	Responsible
R9	Poor Institutional readiness	Inadequate capacity at sub-national level and DLMS to implement decentralized functions.	High	<ul style="list-style-type: none"> • Realignment of the RCs structures to ensure that the organizational structure is fit for purpose. • Offer incentives such as hardship (bush) allowances, competitive compensation, and invest in capacity-building programs 	OPM, DLMS & RCs
R10	Limited financial resources	Delay a complete implementation of the decentralization policy.	High	<ul style="list-style-type: none"> • Creation of alternative revenue sources for decentralisation • Secure funding from MOFPE & External Partners • RCs to Improve on revenue collection • Mobilize internal & external funding 	MOFPE/ NPC/ DLMS/ RCs
Rural Development					
R11	Poor coordination amongst stakeholders	Development activities are implemented in silos	High	<ul style="list-style-type: none"> • Strengthening/ harmonization of Policies that addressing Rural development • Establishment/ and increment of structures/ platforms to ensure to ensure frequent engagement amongst stakeholders 	MURD, RCs, OPM Development partners

Risk ID	Description	Impact	Likely-hood	Mitigation Strategy	Responsible
R12	Limited resources	Limited availability of budget resources to fully implement Rural Development programmes	High	<ul style="list-style-type: none"> • Increase budget allocation to Rural development/ Agriculture • Source more funds and collaboration for Rural development from private sector and Development Partners 	MURD and MoF Development Partners
Regional and Local Governance					
R13	Poor governance at subnational level	Poor service delivery and mismanagement of resources	High	<ul style="list-style-type: none"> • Continuous inductions and capacity building for administrators and Political Office Bearers 	MURD, RCs, LAs
R14	Insufficient funding	Delay or non-provision of infrastructure and services in urban and rural areas <ul style="list-style-type: none"> • Delay and or non-implementation of projects 	High	<ul style="list-style-type: none"> • Mobilize internal & external funding • Enhance the capacities of subnational government to collect revenue and rely less on central government 	RCs, LAs, MURD, MAWLR, NPC, MoFSG, ONANI, NGOs, CBOs, Private Sector, Development Partners
R15	Non-compliance to the governing laws and regulations as well as directives from the Minister by Sub-National government and change in leadership and political dynamics	<ul style="list-style-type: none"> • Leadership vacuum • Delay in service delivery and delayed or non-implementation of projects, legislations, policies and directives • Lack of accountability 	High	<ul style="list-style-type: none"> • Constant monitoring and assessment visits by MURD to ascertain the reasons for non-compliance and find amicable solutions with sub-national governments to resolve the matter 	MURD, RCs, LAs

8. CRITICAL SUCCESS FACTORS

The Ministry needs to organizationally align itself with the Strategic Plan and secure implementation commitment. This will include ensuring the following specific Critical Success factors:

Supportive leadership and commitment;

- Organizational management factors;
- Reviewing and re-aligning the organization structure in line with the demands of the Strategic Plan;
- Securing adequate financial, material and competent human resources;
- Effectively resourced and functional procurement structures (PMU, PC);
- Capital projects implementation on time, in budget and in scope;
- Effective stakeholder engagement and internal communication/collaboration;
- Ensuring management and staff as well as the other stakeholders adopt the Strategic Plan and direction. Implementation of the Strategic Plan is everyone's business;
- Improved performance monitoring and evaluation;
- Established appropriate progress-reporting mechanism in relation to the strategic objectives and initiatives as they are indicated in the Strategic Plan. This should include having an officer designated as the Performance Improvement Coordinator;
- An instilled corporate culture that takes management and staff on board and ensures that the adopted core values become living principles of the Ministry; and
- Regulatory compliance and enforcement (accountability).

APPENDIX A - STAKEHOLDERS ANALYSIS

Stakeholder Analysis			
Key Stakeholders	What do they need from us	What do we need from them	MURD responses to needs/ strategies to be employed to meet stakeholders' expectations
Regional Governors	Coordination of the implementation of government programmes	Political Leadership and guidance	Provide support and funding
Regional Council and Local Authorities	Formulation of regulatory and policies; funds and capacity building	Implementation of government programmes and accountability	Ensure compliance with policies and legislation and provide budget
Developmental Partners	Partnership and mutual accountability	Technical and financial assistance	Ensure accountability
Traditional Authorities	Technical and financial assistance	Maintain cultures and norms, facilitate development programmes and enforce customary law	Ensure compliance to customary laws and relevant legislations
State Owned Enterprises	Formulation of regulations and policies, and financial support	Implementation of government programmes. Compliance with legislations, policies.	Ensure compliance with policies and legislation and provide budget
Civil Society / NGOs	Inclusiveness in the legislative process	Assist in the implementation of government programmes and compliance with legislations, policies.	Enhance stakeholder engagement
OMAs	Collaboration and coordination	Good working relations	Improve collaborations and coordination
General Public	High- quality services provision and accountability	Participation in the implementation of development programmes and feedback	Improve service delivery rate
Academic and Research Institutions	Collaboration and partnership	Technical support and exchange of knowledge	Strengthen collaboration and partnership

Stakeholder Analysis

Key Stakeholders	What do they need from us	What do we need from them	MURD responses to needs/ strategies to be employed to meet stakeholders' expectations
Private Sector/ Business Partners	Cooperation and partnership	Provision of goods, services and infrastructure	Adherence to the set standards
Cabinet/ Parliament	Implementation of Cabinet directives and good governance	Increase passage of laws, enhance quality of Bills and clear Cabinet directives	Ensure the timely implementation of Cabinet directives
Media	Access to information	Responsible journalism/ reporting	Improve relations with the media and timely accessibility of information
MURD Staff	Staff welfare, training and development	Commitment and optimum staff performance	Continuous capacity building and provision of a conducive working environment

APPENDIX B - POLICIES AND LEGISLATION GUIDING MURD IN ITS DAY-TO-DAY ACTIVITIES

Policies	Legislations
<ul style="list-style-type: none"> • Vision 2030; • National Development Plan (NDP) 6; • SWAPO Party Manifesto 2024; • Harambee Prosperity Plan II, (2021-2025); • Public Service Reform Initiatives; • Compensation Guidelines Policy; • Decentralization Policy 1997; • National Housing Policy 2023; • Regional and Local Economic Development Policy; • Regional Planning and Development Policy 1997; • Rural Development Policy of the Republic of Namibia 2012; • Rural Development Strategy 2013; • Water and Sanitation Supply Policy. 	<ul style="list-style-type: none"> • Agricultural (Commercial) Land Reform Act, 2001 (Act No. 2 of 2001); • Communal Land Reform Act, 2002 (Act No. 5 of 2002); • Constitution of the Republic of Namibia (Article 95); • Council of Traditional Leaders Act, 1997 (Act No. 13 of 1997); • Decentralisation Enabling Act, 2000 (Act No. 33 of 2000); • Disaster and Risk Management Act, 2012 (Act No. 10 of 2012); • Environmental Management Act, 2007 (Act No. 7 of 2007); • Labour Act, 2007 (Act No. 11 of 2007); • Local Authorities Fire Brigade Services Act, 2006 (Act No. 5 of 2006); • Local Authorities Act, 1992 (Act No. 23 of 1992) as amended; • National Housing Development Act, 2000 (Act No. 28 of 2000); • National Housing Enterprise Act, 1993 (Act No. 5 of 1993) and National Housing Enterprise Amendment Act, 2000 (Act No. 32 of 2000); • Procurement Act, 2015 (Act No. 15 of 2015) • Public Service Act, 1995 (Act No. 13 of 1995); • Regional Councils Act, 1992 (Act No. 22 of 1992) as amended; • Special Advisors and Regional Representatives Appointment Act, 1990 (Act No. 6 of 1990); • Special Advisors and Regional Representatives Appointment Amendment Act, 2010 (Act No. 15 of 2010); and • State Finance Act, 1991 (Act No. 31 of 1991); • Traditional Authorities Act, 2000 (Act No. 25 of 2000); • Trust Fund for Regional Development and Equity Provisions Act, 2000 (Act No. 22 of 2000). • Urban and Regional Planning Act, 2018 (Act No. 5 of 2018)



REPUBLIC OF NAMIBIA

MINISTRY OF URBAN AND RURAL DEVELOPMENT

Luther Street, Government Office Park
Private bag 13289 Windhoek

Tel: +264 297 5311/5283

Fax: +264 61 258131

Email: Murd.Enquiries@murd.gov.na

Website: <https://murd.gov.na>