



CORPORATE STRATEGY 2020 -2025

CHIEF EXECUTIVE OFFICER'S MESSAGE

It is a great honour to present to our esteemed stakeholders the Namibian Competition Commissions' five-year Integrated Strategic Business Plan ("ISBP") for the period 2020-2025. The logical framework approach was used to develop the strategy. I would like to extend my sincere gratitude to all who participated in the formulation of the new strategy and I am confident that we will accomplish our objectives.

This is the third strategic plan produced by the Namibian Competition Commission ("the Commission") since its inception. A review of the implementation of the previous strategy (2015-2020) was conducted to take stock before developing the new strategy. The outcome of the review provided useful insights and contributed to the formulation of the 2020-2025 strategy.

The new strategy is designed to deepen the Commissions' regulatory role by promoting and safeguarding competition for inclusive and sustainable economic growth. The Commission will focus on the following three strategic pillars:

- ⇒ Excellence in Competition Regulation;
- ⇒ Advocacy and Strategic Collaboration; and
- ⇒ Operational Excellence

These pillars were carefully selected to ensure that the Commissions' activities have maximum impact and contribute towards Namibia's developmental agenda. As a stakeholder in the economic cluster, the Commission appreciates the triple challenges of inequality, unemployment and poverty and will focus on finding innovative and sustainable solutions through this new strategy.

The successful implementation of the new strategy will be determined by the resources made available through government grants/subsidy since the Commission is classified as a non-commercial regulatory public enterprise. The Commission will engage relevant stakeholders to ensure that resources are made available for the successful implementation of the new strategy. I once again thank all relevant stakeholders especially the Board, Management and Staff of the Commission for your contribution in developing the new strategy.

Mr Vitalis Ndalikokule

Chief Executive Officer

BUSINESS BACKGROUND

Introduction

The Namibian Competition Commission was established in terms of the Competition Act 2 of 2003. The Act regulates competition issues across all sectors of the Namibian economy. It was officially inaugurated on 09 December 2009.

In terms of the Act, the Commission is entrusted as the principal institution to promote and safeguard competition in Namibia and therefore promoting the efficiency, adaptability and development of the Namibian economy.

The Linkage to the National Development Agenda

To ensure that the Commission contributes to the achievement of the national development agenda, the (ISBP) 2020/21-2024/25 has been aligned to the national high level initiatives such as Vision 2030, the 5th National Development Plan (NDP5), Harambee Prosperity Plan (HPP) and Growth at Home Strategy. The alignment of the ISBP is explained in detail below.

In terms of **Vision 2030**, the Commission is one of the key contributors in ensuring that “Namibia operates an open, dynamic, competitive and diversified economy that provides sustained economic growth, the basis for availing resources for the fulfilment of major national objectives like poverty reduction, human resource development (skills development), employment creation, and the provision of adequate social services and infrastructural facilities”.

The strategy is informed by the **5th National Development Plan (NDP5) Pillar: Economic Progression**. Through the safeguarding and enhancement of competition in the Namibian economy, the Commission is contributing to NDP5 Goal 1: Achieving inclusive, sustainable and equitable economic growth. In addition, the ISBP is aligned the Economic Advancement Pillar of the **Harambee Prosperity Plan**. The goals and desired outcomes of this pillar have been incorporated in the NDP5 under the Economic Progression Pillar.

Furthermore, the Commission is contributing to the three strategic interventions areas of the **Growth at Home Strategy**, namely:

- Supporting value addition, upgrading and diversification of sustained growth;
- Securing market access at home and abroad; and
- Improving investment climate and conditions.

Finally, the Commission is directly contributing to the Strategic Objective: “*Creating a conducive and competitive environment for business growth*” of the Ministry of Industrialisation, Trade and SME Development (MITSMED) **Strategic Plan 2017-2022**.

MANDATE

The Commission is tasked with:

- promoting the efficiency, adaptability and development of the Namibian economy;
- providing consumers with competitive prices and product choices;
- promoting employment and advance the social economic welfare of Namibians;
- expanding opportunities for Namibian participation in world markets while recognizing the role of competition in Namibia;
- ensuring that small undertakings have an equitable opportunity to participate in the Namibian economy; and
- promoting a greater spread of ownership, in particular to increase ownership stakes of historically disadvantaged persons.

MISSION

To safeguard and enhance competition in the Namibian economy.

VISION

Fair market competition for inclusive growth and development.

CORE VALUES

Impartial

“We shall be fair and equitable living our purpose and uphold principles of impartiality and confidentiality regardless of the circumstances”.

Consistent

“We are consistent in our approach in every instance, regardless of the circumstances and pressure that may be brought to bear”. We conduct ourselves in a manner that is consistent with the position entrusted to us.

Accountable

“We accept our responsibilities and are accountable for all our decisions and actions with regard to the use of the Commission’s resources and execution of our duties”.

Integrity

“We act with honesty in everything we do and are determined to adhere to highest ethical principles at all times in executing the mandate of the Commission”.

Innovative

“We strive for continuous learning, seek for creative and innovative ways to change, solve tough problems and find better solutions in the execution of our mandate” both internally and for our clients”

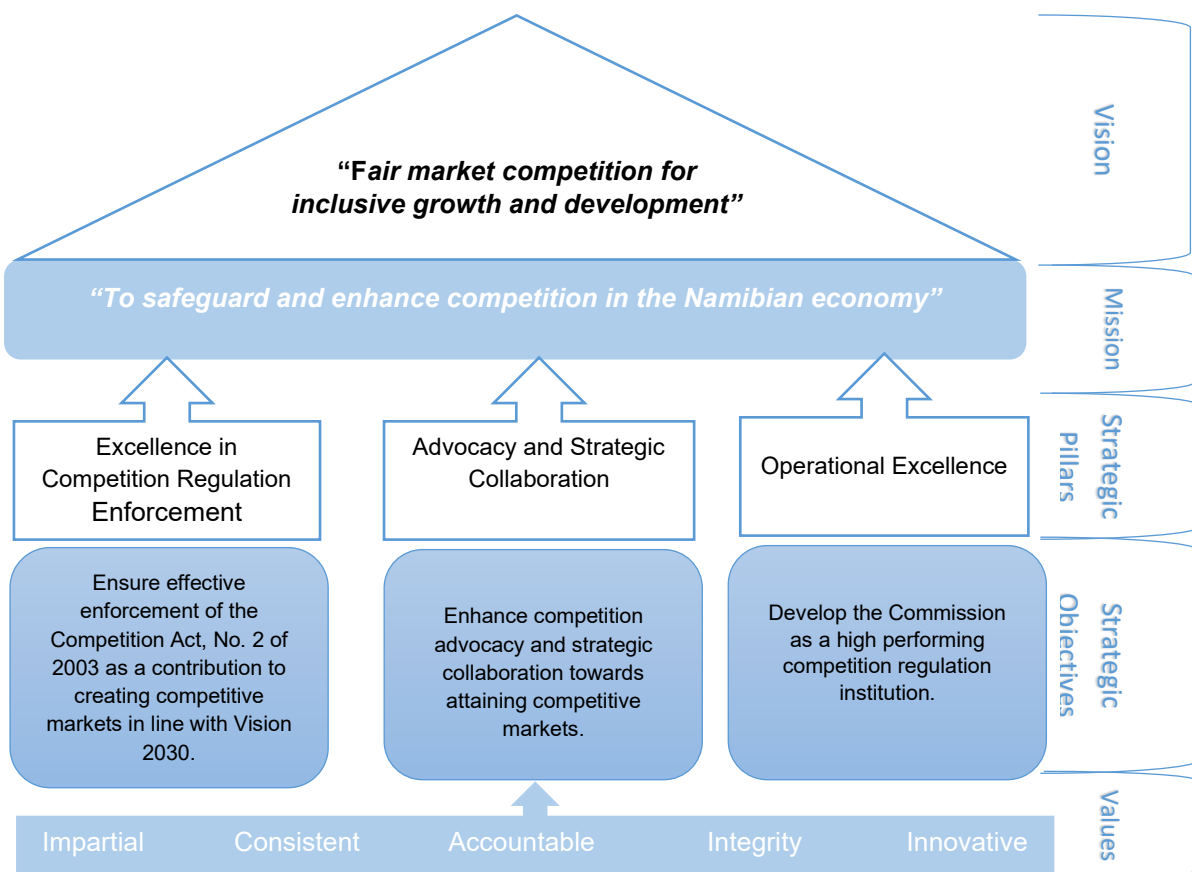
COMMISSIONS’ STRATEGIC PILLARS AND OBJECTIVES

The ISBP 2020/21 – 2024/25 stipulates strategic pillars and strategic objectives that will form the basis for the Commission’s operations. The Strategic Pillars, their descriptions and corresponding Strategic Objectives are outlined below as follows.

STRATEGIC PILLARS	DESCRIPTION	STRATEGIC OBJECTIVES
Excellence in Competition Regulation Enforcement	<p>This pillar addresses issues related to competition enforcement in the economy.</p> <p>Full implementation of the Commission’s mandate as per the Competition Act. It includes the investigation of mergers and acquisitions, prosecution of abuse of dominance and prohibited conducts and research.</p> <p>This pillar highlights all legal instruments that constrain the execution of the Commission’ mandate and the expansion of the scope for competition regulation.</p> <p>The end results will be competitive markets and increased competition regulation compliance.</p>	<p>To ensure effective enforcement of the Competition Act, No. 2 of 2003 as a contribution to creating competitive markets in line with Vision 2030.</p>
Advocacy and Strategic Collaboration	<p>This pillar concentrates on issues related to the Commissions’ utilisation of its non-enforcement power (advocacy) and strategic collaboration. This include promotion of Namibian Competition Commission (NaCC) to the public, creating strategic partnership in the promotion of competitive markets.</p>	<p>To enhance competition advocacy and strategic collaboration towards attaining competitive markets.</p>
Operational Excellence	<p>This pillar focuses on issues of corporate governance, business continuity, Information</p>	<p>To develop the Commission as a high performing competition regulation</p>

STRATEGIC PILLARS	DESCRIPTION	STRATEGIC OBJECTIVES
	<p>Communication Technology and Human Capital management. This pillar is thus about the people, process and the systems that is being used in the delivery of NaCC mandate.</p> <p>The pillar further deals with aspects of securing additional financial resources and broadening the Commissions' revenue base to ensure adequate financial resourcing of the Commission to execute its mandate. The end results is a highly motivated and productive staff, improved accountability and improved organisational efficiency.</p>	<p>agency through enhanced corporate governance, risk management and human capital management.</p>

COMMISSION STRATEGY MAP 2020 - 2025



COMMISSION CORPORATE SCORECARD 2020/21-2024/25

Strategic Pillars	Strategic Objectives	Key Performance Indicators	Baseline	Targets					Strategic Initiatives	Division	Budget (N\$) ⁱ
				2020/21	2021/22	2022/23	2023/24	2024/25			
Excellence in Competition Regulation Enforcement	To ensure effective enforcement of the Competition Act, No. 2 of 2003 as a contribution to creating competitive markets in line with the NDPs and Vision 2030	Regulatory interventions that directly contributes to section 2 of the Act implemented ⁱⁱ	New ⁱⁱⁱ	0	60%	70%	80%	90%	Develop and implement an Innovative Regulatory Solutions Strategy	M&A EEC ESR	11 195 418 ^{iv}
		Efficiency parameters in regulatory interventions implemented	New	0	60%	70%	80%	90%	Develop and implement efficiency parameters in the Commissions' regulatory interventions	M&A EEC ESR	0
Enhanced Advocacy and Strategic Collaboration	To enhance competition advocacy and strategic collaboration towards attaining competitive markets	% of Advocacy and Stakeholder Collaboration activities undertaken as outlined in annual plans	New	0	20%	50%	70%	80%	Develop and implement an Advocacy and Stakeholders' Collaboration Strategy	OCEO	2 700 000
Operational Excellence	To develop the Commission as a high performing competition regulation institution	% of the Talent Management Strategy implemented	New	0	30%	50%	70%	90%	Develop and implement a Talent Management Strategy	F&A	140 772 220
		% of an IT Governance Framework implemented	New	0	30%	50%	70%	90%	Develop and implement an IT Governance Framework	F&A	250 000
		% e- Service Strategy implemented	New	50% ^v	60%	70%	80%	90%	Develop and implement an e-Service Strategy	F&A	350 000
		% of the Combined Assurance Model implemented	New	25%	50%	75%	100%	100%	Implement a Combined Assurance Model	OCEO	4 000 000

COMMISSION DETAILED FIVE YEAR PLAN 2020/21-2024/25

Strategic Initiatives	Outputs	Key Performance Indicators (KPI)	Overall 5 year Target	Annual Targets					Budget (N\$)	Division
				2020/21	2021/22	2022/23	2023/24	2024/25		
Develop and implement an Innovative Regulatory Solutions Strategy	Innovative Regulatory Strategy developed and approved	Innovative Regulatory Strategy approved	1	1	0	0	0	0	0	M&A, EEC, ESR
	Innovative Regulatory Strategy implemented	% of Innovative Regulatory interventions that directly contributes to section 2 of the Act implemented	90%	0	60%	70%	80%	90%	11 195 418	M&A, EEC, ESR
	Innovative Regulatory Strategy reviewed	Innovative Regulatory Strategy reviewed	2	0	0	1	0	1	0	M&A, EEC, ESR
Develop and implement a Stakeholders' Engagement and Collaboration Strategy	Advocacy Strategy approved, implemented and reviewed	Revised Advocacy Strategy Approved	1	1	0	0	0	0	0	OCEO
		% of Advocacy Strategy implemented annually	80%	0	20%	50%	70%	80%	800 000	OCEO
		Advocacy Strategy reviewed	2	0	1	0	1	0	0	OCEO
	Stakeholder Engagement Strategy approved, implemented and reviewed	Stakeholder Engagement Strategy approved	1	1	0	0	0	0	0	OCEO
		% of Stakeholder Engagement Strategy implemented annually	80%	0	20%	50%	70%	80%	600 000	OCEO
		Stakeholder Engagement Strategy	2	0	0	1	0	1	0	OCEO
	Annual Competition Conference	Number of Annual Competition Conferences held	5	1	1	1	1	1	1 300 000	OCEO
Stakeholder satisfaction surveys conducted	Stakeholder satisfaction surveys conducted	80%	0	0	50%	70%	80%	300 000	OCEO	
Develop and implement a Talent Management Strategy	Talent Management Strategy approved, Implemented and reviewed	Talent Management Strategy approved	1	1	0	0	0	0	0	F&A
		% of Talent Management Strategy implemented annually	90%	0	30%	50%	70%	90%	124 174 494	F&A
		Talent Management Strategy reviewed	2	0	1	0	1	0	0	F&A
	Employee satisfaction Surveys conducted	Employee satisfaction surveys conducted	80%	0	50%	60%	70%	80%	560 000	F&S
Develop and implement an Information Technology Governance Framework	IT Governance Framework approved, implemented and reviewed	IT Governance Framework approved	1	0	1	0	0	0	150 000	F&A
		% of IT Governance Framework implemented	90%	0	30%	50%	70%	90%		F&A
		IT Governance Framework	2	0	1	0	1	0	0	F&A
Develop and implement an E-Service Strategy	E-Service Strategy approved, implemented and reviewed	E-Service Strategy approved	1	1	0	0	0	0	0	F&A
		% of E-Service Strategy implemented	90%	50%	60%	70%	80%	90%		F&A
		E-Service Strategy reviewed	2	0	0	1	0	1	0	F&A

Integrated Strategic Business Plan: Financial Years 2020/2021 – 2024/2025

Develop and implement a Combined Assurance Model	Combined Assurance Model approved, implemented and reviewed	Combined Assurance Model approved	1	1	0	0	0	0	0	OCEO
		% Combined Assurance Model implemented	100%	25%	50%	75%	100%	100%	4 000 000	OCEO

COMMISSION ANNUAL YEAR PLAN 2020/21

Strategic Initiatives	Outputs	Key Performance Indicators (KPI)	Target	Annual Targets				Budget (N\$)	Division
				Q1	Q2	Q3	Q4		
Develop an Innovative Regulatory Solutions Strategy ^{vi}	Innovative Regulatory Strategy developed and approved	M&A Service Level Charter approved	1	0	0	0	1	0	M&A
		EEC Service Level Charter approved	1	0	0	0	1	0	EEC
		Sector Prioritization Study conducted	1	0	0	0	1	0	ESR
Develop and implement a Stakeholders' Engagement and Collaboration Strategy	Advocacy Strategy reviewed and approved	Revised Advocacy Strategy approved	1	0	1	0	0	0	OCEO
	Stakeholder Engagement Strategy	Stakeholder Engagement Strategy approved	1	0	0	0	1	0	OCEO
	Annual Competition Conference	Annual Competition Conference held	1	0	0	1	0	100 000	OCEO
Develop and implement a Talent Management Strategy	Talent Management Strategy developed and approved	Talent Management Strategy approved	1	0	0	0	1	0	F&A
	Implementation of the Talent Management Strategy	% of Talent Management Strategy implemented	10%	0	0	0	10%	22 435 081	F&A
	Employee satisfaction Surveys conducted	Employee satisfaction surveys conducted	1	0	0	1	0	0	F&A
Develop and implement an Information Technology Governance Framework	IT Governance Framework developed and approved	IT Governance Framework approved	1	0	0	1	0	150 000	F&A
Develop and implement an E-Service Strategy	E-Service Strategy developed and approved	E-Service Strategy approved	1	0	0	0	1	0	F&A
	E-Service Strategy implemented	E-Service Strategy implemented	50%	20%	30%	40%	50%	250 000 ^{vii}	F&A
Develop and implement a Combined Assurance Model	Combined Assurance Model approved and reviewed annually	Combined Assurance Model approved	1	0	0	1	0	0	OCEO
	Combined Assurance Model implemented	% of Combined Assurance Model implemented	25%	0	0	10%	25%	215 000	OCEO

ANNEXURE A

Outcomes	Measurement after enforcement action
Promote efficiency of the Namibian economy	<ul style="list-style-type: none"> • Nature of new production processes introduced in the undertaking • Lowering of cost of production as a result of synergies • Technological upgrades resulting in more production
Adaptability of the Namibian economy	<ul style="list-style-type: none"> • Innovative business climate? • Failing firms to viable going concerns? • Feedback from Ease of Doing Business Reports? • Supplier side substitutability?
Development of the Namibian economy	<ul style="list-style-type: none"> • Addition to GDP by a sector • Expansion of operation/s • Tax increase to Treasury? • No. of new entrants
Competitive prices	<ul style="list-style-type: none"> • Price reductions • Price differentials amongst competing products • Improved discounts: Price, quantity
Product choice	<ul style="list-style-type: none"> • Increase number of products supplied • Improvements made to product through packaging, after service, features, etc • Availability of varieties of the product.
Employment promotion	<ul style="list-style-type: none"> • No. of jobs created after a Comparative Analysis of pre- and post-intervention jobs • Nature of jobs created (short-term or seasonal?) • Quality of the jobs created • Location of the jobs: foreign based Namibian entities or those within Namibia?
World market participation	<ul style="list-style-type: none"> • No. of Namibian undertakings exporting goods and services as a result of merger or abuse of dominance intervention by the NaCC • No. of Namibian undertakings investing abroad after merger authorization or prevention of abuse of dominance • No. of foreign undertakings investing in Namibia through mergers authorized by the Commission

	<ul style="list-style-type: none"> No. of foreign undertakings investing in Namibia after removing barriers to entry arising from legal-regulatory barriers No. of authorized export cartels
SME participation in the Namibian economy	<ul style="list-style-type: none"> Increase in number of SMEs in a particular relevant market Increase in supply agreements signed by a dominant or other influential enterprise Reduction in number of anti-competitive complaints from SMEs in a particular product market SME Development Fund set up by dominant enterprises Compliance with Undertakings (in the context of “commitments”) given by dominant enterprises to assist SME development Actualization of conditions that the Commission has put up in the market
Spread of ownership by HDP	<ul style="list-style-type: none"> Inclusion of HDPs where they were non-existent Listing of Shares on the Stock Exchange to attract HDPs Extending shareholding in dominant or influential undertakings to organizations that further the welfare of HDPs e.g., Pension Funds? Advocating for and supporting enactment of an HDP legislation?

CONTACTS

Contact us at (telephone) +264 61 224 622 or via our [online platforms](#).

ⁱ The budget is based on previous expenditure and will be reviewed annually in line with government grant. Furthermore, the five-year plan is calculated based on what the 2020/2021 subsidy is likely to be and that is extrapolated over the five-year period.

ⁱⁱ See Annexure A attached hereto for examples of parameters that could be taken into consideration when developing the interventions and measuring impact.

ⁱⁱⁱ The indicator is new in that the measure will be different from how it was done previously. Emphasis will be more on the impact of our regulatory intervention as opposed to the number of interventions as was the case during the previous Strategic Plan.

^{iv} The budget includes costs associated with investigating complaints and merger determinations. This include legal fees, conference fees, case related consulting fees over the five-year period.

^v The e-Service Strategy includes the development and implementation of the Knowledge Management System (KMS) which is funded through the SADC TRF Project and is anticipated to be completed during the first quarter of the 2020/2021 financial year. This why the target for 2020/2021 is set at 50%. The second component of the e-Service Strategy is to redesign the Commissions' website to enable stakeholders to transact electronically with the Commission.

^{vi} The Innovative Regulatory Strategy will entail among others the Sector Prioritisation Study, Research Plan, Service Charters and Internal Guidelines Review. The purpose of the Strategy is to provide a framework which will guide the Commission in attaining its stated Vision of inclusive growth and development, read together with section 2 of the Act.

^{vii} Funded by the SADC TRF Project