

# TO SAFEGUARD AND PROMOTE COMPETITION IN THE NAMIBIAN MARKET

## **Strategic Plan 2015-2020**

launched on 3rd December 2015  
ANNUAL STAKEHOLDERS EVENT 2015



Namibian  
Competition  
Commission

**FAIR COMPETITION,  
PROSPEROUS ECONOMY**

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## ABBREVIATIONS AND ACRONYMS

<b>BoN</b>	Bank of Namibia
<b>CEO</b>	Chief Executive Officer
<b>CRAN</b>	Communication Regulatory Authority of Namibia
<b>EDRMS</b>	Electronic Document and Records Management System
<b>EE</b>	Employment Equity
<b>EPA</b>	Economic Partnership Agreement
<b>HDPs</b>	Historically Disadvantaged Persons
<b>ICNTs</b>	Information, Communication and Networking Technologies
<b>IIP</b>	Infant Industry Protection
<b>IT</b>	Information Technology
<b>NAMFISA</b>	Namibian Financial Institutions Supervisory Authority
<b>NAMPORT</b>	Namibian Ports Authority
<b>MoAs</b>	Memorandum of Agreements
<b>SACU</b>	Southern African Customs Union
<b>SMEs</b>	Small and Medium Enterprises
<b>SOEs</b>	State-owned Enterprises
<b>TOWS</b>	Threats, Opportunities, Weaknesses and Strengths
<b>WIPO</b>	World Intellectual Property Organisation

# FOREWORD

It is my greatest pleasure to launch the five year strategy of the Namibian Competition Commission ("NaCC").

Strategic planning is a necessary condition that enables the NaCC to develop and effectively execute its mandate. It is a proud moment for the NaCC to launch its second strategic plan that will guide its orientation, prioritisation and planning for the next five years.

The Commission's mission is to safeguard and promote competition in the Namibian economy. Over the past five years leading to its renewed prioritization, the NaCC has succeeded in building an institution of reputable stature. The Commission is now fully established, it has implemented sound corporate governance structures, sound financial and human resource policies and continue to develop the skill and competencies necessary for the execution of its mandate.

We strive to remain relevant and to build an institution known for its operational efficiency and customer service. Our customers and stakeholders are wide ranging from businesses, regulators to small and medium enterprises in all markets. The NaCC have oversight of all competition related matters irrespective of the market and or the market players. It practices consistency, accountability and execute its legislative mandate with the utmost care and integrity.

It gives me pleasure to share this five year strategy with our esteemed stakeholders in order to build a passion from amongst all of us to build and encourage the development of competition law in Namibia.



**Dr. Sakeus Akweenda**  
**Chairman of the Board**



# PREFACE

The Strategic Plan sets out the NaCC’s priorities over the next five years. These priorities have been arrived at after a thorough analysis of the changing conditions in which the NaCC operates and drawing on the lessons learnt over the last five years of its existence. Accordingly, the following strategic goals have been formulated to direct the efforts and resources of the NaCC towards enforcing the Competition Act. 2, 2003 (“Competition Act”) and promoting compliance thereto:

- To ensure effective enforcement of the Competition Act as a contribution to creating competitive markets in line with Vision 2030;
- To expand the scope of competition regulation and strengthen the quality thereof;
- To enhance competition advocacy towards the fulfilment of sound competition principles and practices;
- To conduct action oriented research on competition in support of evidence-based competition regulation and policy; and
- To develop the Commission as a centre of operational excellence in competition regulation.

These strategic goals should be regarded as an evolution and strengthening of the goals set out in the Commission’s previous strategic plan. Whilst the strategic goals of

the previous strategic plan focused on establishing and operationalising the regulatory mandate of the Commission based on conducting research, developing partnerships and building the capacity of the organisation, this strategy places emphasis on the enforcement activities of the Commission and the use of advocacy and the promotion of compliance as the twin pillars of competition regulation. Furthermore, ensuring compliance with the law will be informed by research-based evidence and high quality analysis that guides decision-making and increases operational excellence.



**Mihe Gaomab II**  
**Chief Executive Officer**  
**and**  
**Secretary to the**  
**Commission**



Table 1: Strategic evolution

STRATEGY EVOLUTION	
1st Generation Strategy	2nd Generation Strategy
<ul style="list-style-type: none"><li>• Operationalise compliance</li><li>• Research and development</li><li>• Stakeholder partnering and relationships</li><li>• Building and developing organisational capacity and capability to realise mandate</li></ul>	<ul style="list-style-type: none"><li>• To ensure effective enforcement of the Competition Act as a contribution to creating competitive markets in line with Vision 2030</li><li>• To expand the scope of competition regulation and strengthen the quality thereof</li><li>• To enhance competition advocacy towards the fulfilment of sound competition principles and practices</li><li>• To conduct action oriented research on competition in support of evidence-based competition regulation and policy</li><li>• To develop the Commission as a centre of operational excellence in competition regulation</li></ul>



## BACKGROUND

The legislative mandate of the Commission arises from the Competition Act and the rules made hereunder. The Act empowers the Commission to undertake a range of functions:

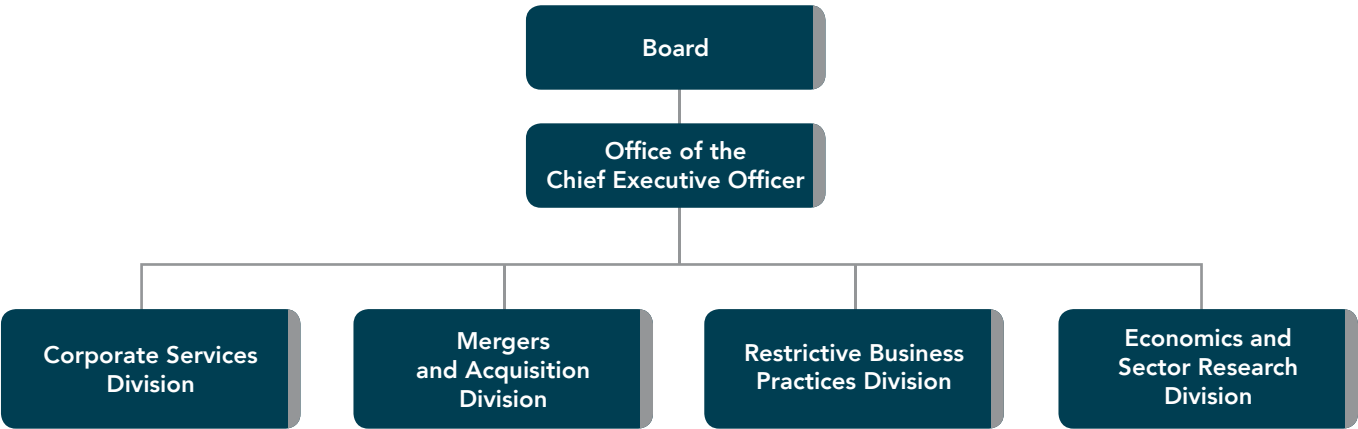
- Investigate anti-competitive conduct;
- Assess the impact of mergers and acquisitions on competition and taking appropriate action;
- Monitor competition levels and market transparency in the economy;
- Identify impediments to competition;
- Play an advocacy role in addressing these impediments;
- Advise the Minister of Industrialisation, Trade and SME Development on matters in respect of competition

The Commission is the adjudicative body of first instance. Decisions are appeal-able and confirmed by the High Court and Supreme Court of Namibia.



# BACKGROUND (continued)

Figure 1: Organogram



In order for the Commission to reach its goals, its organisational design serves as a basis for organising and coordinating the work of the organisation. It incorporates five key divisions that are structured according to the main operational processes and key activities involved in the execution of the Commission’s mandate. Figure 1 above illustrates the organogram of the Commission.

Below follows a brief description of the functions of the five key divisions namely:

### 1. Office of the CEO

The Office of the CEO is responsible for ensuring that the Commission maintains sound corporate governance. Furthermore, this office plays a critical role as Secretariat to the Board of Commissioners (“Board”) and its various sub-committees. It serves as a vital link between the Board and the staff of the Secretariat. The Office of the CEO also plays an important role in approving decisions to investigate and referral of final investigations as well as recommendations to be presented to the Board. In addition, it continuously scans the environment for opportunities and threats, while at the same time ensuring that the necessary internal adjustments are made to respond to changing circumstances.

The Office of the CEO drives the internal agenda of the Commission through participating in (and ensuring participation by the rest of the staff of the Commission) international fora. Furthermore, the Office of the CEO integrates the strategy implementation and performance monitoring and evaluation processes of the Commission.

This five-year period will see the Office of the CEO playing an increasing role in strengthening the advocacy capacity and using this capacity to promote compliance to the prescripts of the Competition Act.

### 2. Corporate Services Division

The Corporate Services Division incorporates a wide range of strategic support functions, including human resources, finance and communications management. Furthermore, it provides information technology (IT), security, administrative, library and registry, as well as logistical support services through the administration function. This division plays a critical role in ensuring the effective functioning of the Commission as it mobilises and deploys the resources of the Commission. The financial management of the Commission relies on the maintenance of a complete financial system for decision making and compliance. It requires timely budget preparation, reporting on expenses, preparation of financial statements and management accounts. The administrative support includes the filing of the resource centre materials, book registration, database and registry management. The human resources management function is responsible for recruiting and developing the staff of the Commission as well as providing the technical support for the implementation of a performance management system. An important development is the Climate Survey the Commission aims to implement to assess employees’ perceptions and perspectives of the organisation with reference to their satisfaction with their working conditions and to address attitudes and concerns which will help the Commission work with the employees to inspire positive changes.

## BACKGROUND (continued)

### 3. Mergers and Acquisitions Division

The Mergers and Acquisition Division is responsible for merger regulation by investigating notified mergers and making merger determinations in line with Chapter 4 of the Competition Act. The Commission is empowered to grant or prohibit mergers. It may also grant mergers with conditions. A key feature of the work environment of the division is the need to comply with deadlines set out in the Act for making merger determinations.

The volume of work in merger cases is determined by merger activity in the market. Effective merger regulation is further influenced by timely decision making by the Commission.

### 4. Restrictive Business Practices Division

The Restrictive Business Practices Division is responsible for investigating and enforcing the provisions of the Competition Act related to restrictive business practices as set out in Chapter 3. These practices refer to agreements between business entities that have the objective or effect of preventing or substantially lessening competition in trade in goods and services. A number of different types of restrictive practices fall within the ambit of the Act, including abuse of dominance and cartels. The Act provides the Commission with extensive powers to investigate potential contraventions including search and seizure powers (subject to obtaining a warrant by the Court).

A large number of cases in the case pipeline is reaching the point of completion and recommendation. It is expected that the division will play an increasingly active role in the enforcement of the Act through its investigations and recommendations for penalising contraventions of the Act.

### 5. Economics and Sector Research Division

The Economics and Sector Research Division produces economic analysis in support of case investigations. Furthermore, the capacity of this division is used in matters of economic policy development and implementation and advising the Minister of Industrialisation, Trade and SME Development in accordance with Section 2 of the Act.

The division has led the development of a Sector Prioritisation Framework setting out the criteria for selecting sectors that should be prioritised in the work of the Commission. This approach is expected to focus the

limited resources of the Commission on sectors and cases in which there is a greater likelihood of contravention and that are important for economic growth and development.

A further mechanism used to prioritise the work of the Commission is market inquiries. These studies attempt to detail the competition and competitiveness issues in identified markets. These inquiries and studies are a useful instrument in Competition Policy as they signal possible competition concerns that are present in the current economic context. Over the next several years market inquiries will be undertaken in the housing, short-term insurance, mining and manufacturing, banking, tourism and ICT sectors. The completion of these studies will be driven by resource availability, economic conditions and government consultation.

The division is further expected to fulfil a price monitoring function by keeping specific industries under surveillance such as the cement, poultry, maize and wheat industries.

The development of a comprehensive microeconomic sector database to ensure better insights to the country's industrial organisation and structure is a major initiative that requires the support from a range of stakeholders. This will greatly aid the Commission's operational and strategic planning work. It is expected that database should take approximately three years to develop fully.

# APPROACH AND METHODOLOGY

The fifth year of the existence of the Commission provided the ideal opportunity for reflecting on the changing economic and regulatory environment and the strategic positioning of the Commission in response to these changes. Further, it provided an opportunity to reflect on the quality of the foundations that have been built over the last five years.

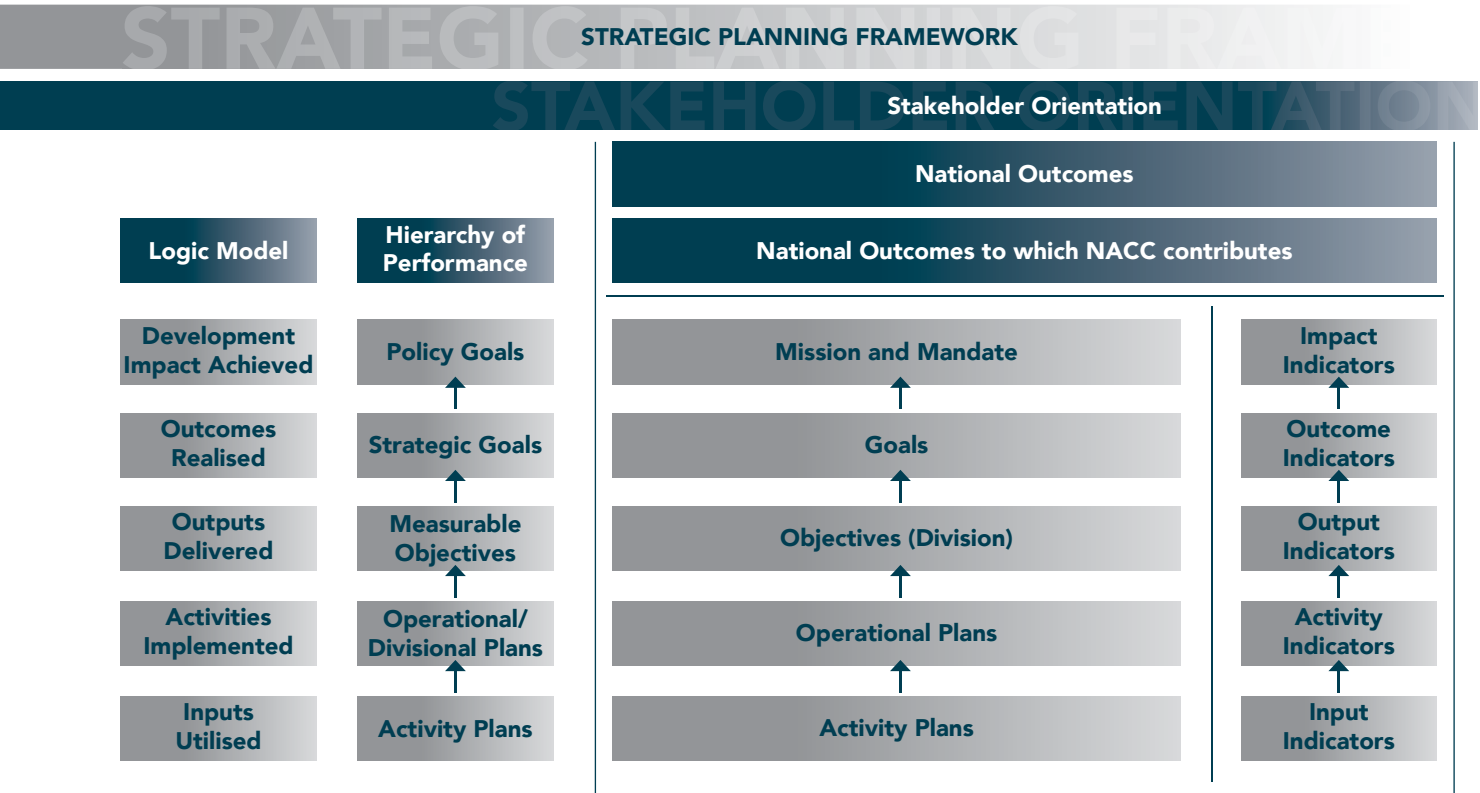
The Commission indicated its desire to set a strategic tone in the development of a highly pragmatic five year strategic plan, which would be realistic, measurable, verifiable and eventually make all NaCC staff and its Board accountable for desired outputs and outcomes. It aims to serve all of its stakeholders effectively and efficiently in line with its (a) mandate, (b) vision, (c) mission and (d) values.

The NaCC embarked on a two year process to develop the organizational strategy using direct consultation and workshop engagement with the relevant stakeholders and all of its functional units. This culminated in a situational analysis that forms the basis of the strategic planning

process. This process forms the foundation for the NaCC to progressively cascade the key areas further into Annual Performance Plans and individual agreements, which would ensure compliance to the Performance Management Policy objectives.

The NaCC appointed Development@Work during the first quarter of 2014 to facilitate the development of its strategic plan. Various strategic plan workshops and consultations were held during the course of the 2014/15 financial year. The Strategic Plan sets out the situational analysis undertaken; the strategic priorities set in response to the execution of its mandate in these changing environmental conditions, and the implementation modalities. Performance indicators, targets, accountabilities and resource requirements were identified during the highly participative strategic planning workshops and consultations

Figure 2: Strategic Planning Framework





# SITUATIONAL ANALYSIS

The situational analysis undertaken assessed the key issues, trends, changes and developments emerging in the changing policy and institutional landscape (external environment), together with the operational context of the Commission (internal environment).

The analysis drew on:

- a review of the progress made against the existing strategic plan;
- a review of the Strengths, Weaknesses, Opportunities and Threats (SWOT);
- the identification and analysis of influential and important stakeholders; and
- a review of the independent benchmarking reports completed.<sup>1</sup>

The situational analysis confirms that sound foundations have been laid in establishing the operations of the Commission. This entails modern organisational policy

frameworks for effective governance and management of organisational resources, the employment of qualified staff and the exercise of its mandate, merger regulation with distinction over the last several years.

The analysis further revealed that there are an increasing number of cases in which the investigations of possible contraventions are nearing completion, so that the scope of regulation over the next five years is set to expand in order to strengthen enforcement of the Competition Act. Furthermore, the initial capacity for specialist economic research and analysis has been established to support evidence-based enforcement and compliance with the Act. Table 1 below illustrates the trend in case volume.

Table 1: Case volume since 2009

Case Category	2009	2010	2011	2012	2013 (to Oct)	Total	CARG
Mergers and Acquisitions	11	26	62	94	41	234	38,95%
Restrictive Business Practices	4	14	15	11	10	54	25,74%
Market Investigations	0	0	0	0	3	3	-
Totals	15	40	77	105	54	291	34,74%
Employees	1	9	16	25	29	29	132.06%

<sup>1</sup> UNCTAD (2014) Voluntary Peer Review of Competition Law and Policy: Namibia. Unpublished Report; World Bank Group (2013) Namibia: Towards a More Effective Regulatory Framework for Competition Law. Draft for Discussion; and Namibian Competition Commission (2013) Benchmarking: Selected Competition Authorities. Unpublished Report.

# SITUATIONAL ANALYSIS (continued)

## External environment

The following trends, issues and developments are considered as the most significant for the Commission to take into account in its strategic positioning over the next few years:

### *Review of the Competition Act*

The Commission identified the need to review the Competition Act in line with its experience of applying the Act over the last several years, developments in the fields of competition economics, law and policy, and other market dynamics that have highlighted the limitations in some provisions of the law. The purpose of the review of the Act is thus, to bring it in line with international best practice in a manner that is relevant to the national context. The review of the law and the expected changes provide significant opportunities for the Commission to strengthen its powers and functions as the Government seeks to enhance the prevailing competition regime. Furthermore, it is intended to provide greater clarity on matters of legal uncertainty. It is therefore, important to ensure that the Commission is able to influence the substance of the legal review based on its experience over the last five years so as to ensure that the competition regime is strengthened.

### *Economic policy development and implementation*

Over the last few years, the Government has worked towards strengthening its policy stance on economic development. The National Development Plan<sup>2</sup> sets out the country's economic priorities and targets towards the achievement of Vision 2030 and specifically highlights the need for significant growth in the manufacturing sector with associated upstream and downstream economic activities in the minerals value chain and sector. The policy stance has been further elaborated in the country's industrial policy<sup>3</sup>. The purpose of these policy developments is to ensure that there is a framework in place to change the structure of the Namibian economy from a "narrow" or "shallow" to a more diversified economy<sup>4</sup>. Measures aimed at changing the structure of the economy and developing economic capabilities include protection for infant industries (Infant Industry Protection - IPP) and the implementation of a range of incentive schemes. Measures such as infant industry protection should be implemented in a manner that do not undermine competition and the development of a culture of competition in the Namibian economy.

Furthermore, the role of state-owned enterprises (SOEs) in infrastructure and network sectors of the economy such as telecommunications, ports, and electricity is regarded as critical to attracting investment and developing the required infrastructure in support of modernising the economy and promoting competitiveness. These industries are dominated by large monopoly entities and raise the issue of how to introduce competition in these sectors.

Other significant developments include the commitments entered into under the Southern African Customs Union (SACU) and agreements such as the Economic Partnership Agreement (EPA) and commitments in terms of the World Intellectual Property Organisation (WIPO), that also influence the way in which a competitive economy emerges in Namibia. The Commission therefore, needs to appreciate the implications of these developments and its likely influence on competition in the country.

The early stages of the development of the industrial policy measures provide an opportunity for the Commission to play a role in shaping the design of implementation support measures such as infant industry protection. It affords the Commission the opportunity to embed competition compliance in the design of these measures. The Commission should be aware of the potentially adverse consequences if state-led development through SOEs is implemented in a way that undermines competition.

### *Increasing public awareness of the role of the Commission*

The awareness and perceptions of the public have a significant influence over the role and effectiveness of the Commission. In recent times there has been a growing awareness of the Commission as a result of publicity and continuing stakeholder engagement. This is evident from increasing enquiries and complaints from the public that impacts the workload of the Commission. Growing awareness also means that there is an increase in the expectation that the Commission will effectively execute its mandate in a manner that benefits consumers with respect to lower prices and greater product choice.

<sup>2</sup> Republic of Namibia (2012) Namibia's Fourth National Development Plan - NDP\_4, 2012/13 to 2016/17.

<sup>3</sup> Republic of Namibia (2012) Namibian Industrial Policy. Ministry of Trade and Industry.

<sup>4</sup> As described in the Namibian Industrial Policy

## SITUATIONAL ANALYSIS (continued)

### External environment (continued)

#### *Increasing public awareness of the role of the Commission (continued)*

The growing recognition of the role played by the Commission provides an opportunity to build support among members of the public based on educating the public on the mandate and functions of the Commission. The Commission, in turn, recognises the importance of building public support through developing favourable public sentiment.

#### *Overlapping jurisdiction with economic regulators*

There are a number of other economic regulators in Namibia that perform an economic regulation role in the economy. This includes the Banking of Namibia (BoN), the Namibian Financial Institutions Supervisory Authority (NAMFISA), the Communication Regulatory Authority of Namibia (CRAN) and the Namibian Ports Authority (Namport). The Commission is bound to consult and engage with these economic regulators in respect of competition matters in the sectors these institutions regulate. In order to promote competition in these regulated sectors it is necessary for the Commission to cooperate with these institutions. The Commission has already embarked on the establishment of Memoranda of Agreements (MoAs) with all of these institutions. Discussions are underway to conclude agreements with other institutions in an effort to agree on the principles and the manner in which competition matters in these sectors will be regulated. These arrangements provide enormous opportunity for the Commission to integrate competition concerns into the economic regulation of these sectors.

### Internal environment

The following issues, trends and developments are deemed most significant in the internal operating environment of the Commission:

#### *Building internal economic analysis and competition law competencies*

The field of competition law is relatively new in Namibia. With less than a decade of competition law implementation in the country the economic analysis and competition law competencies required for the effective enforcement of the Competition Act are in the early stage of development. The University of Namibia has now incorporated an elective on competition economics and competition law in its curriculum, this is a step in the right direction towards

building capacity in this area. However, the Commission will have to take the lead in establishing a programme that can recruit top graduates and develop their skills as well as support the skills development requirements of middle and senior analysts and legal professionals.

#### *Scope and quality of regulatory activities*

The scope of the Commission's competition regulatory activities is likely to expand significantly with the revised Competition Act, the development and implementation of advocacy interventions and as enforcement activities increases. In addition, there has been an increase in the work of the Commission. In absolute terms the case load of the Commission has increased by more than a third, calculated on compounded annual growth rate, as indicated in Table 1 on page 9. This does not take into account the degree of complexity of cases and as a consequence, the volume of resources it will consume.

The expanding scope and volume of work has significant implications for the quality of the work of the Commission. In order to sustain and enhance the quality of its work, it is necessary to develop the supporting technical infrastructure to support the increasing workload without undermining the quality thereof. The technical infrastructure incorporates management systems such as the case, electronic document, and information and knowledge management systems that are yet to be developed. Furthermore, and increasingly, management capability such as investigation management and evidence management in which functions such as file planning, version control, registry activities are critical. In addition, careful consideration should be given to the existing information, communication and networking technology (ICNTs) capabilities and the extent to which it will effectively meet future needs. Consideration should be given to the establishment of an effective ICT platform that could integrate with these various management systems and applications.

#### *Culture and climate*

The Commission is in the early stages of culture formation and the establishment of an organisational climate. The foundations established during this stage are likely to have a lasting impact on the substance of the future culture and climate of the Commission. In view of this, it is critical to establish a performance oriented and cohesive culture, and rewarding work climate. This assumes adherence to standards of professional behaviour informed by the Commission's Code of Conduct.

## SITUATIONAL ANALYSIS (continued)

### Internal environment (continued)

#### Culture and climate (continued)

In this regard, the Commission has agreed to undertake a Climate Survey to establish the nature of the existing organisational climate as the basis for identifying measures to improve the organisational environment.

#### Responsive decision-making

As the Commission moves into the next stage of its development a shift to responsive decision-making will be required. At present, the decisions are taken at a sitting of the Board of Commissioners ("Commissioners") on a quarterly basis. The volume of cases and the increase in merger decisions will increase the need for more frequent meetings for decision-making. There is a need to consider ways in which more frequent decisions can be taken without undermining the quality of decisions and increasing

the cost of hosting more meetings. Responsive decision-making is likely to have a positive effect on the credibility of the Commission.

### Stakeholder analysis

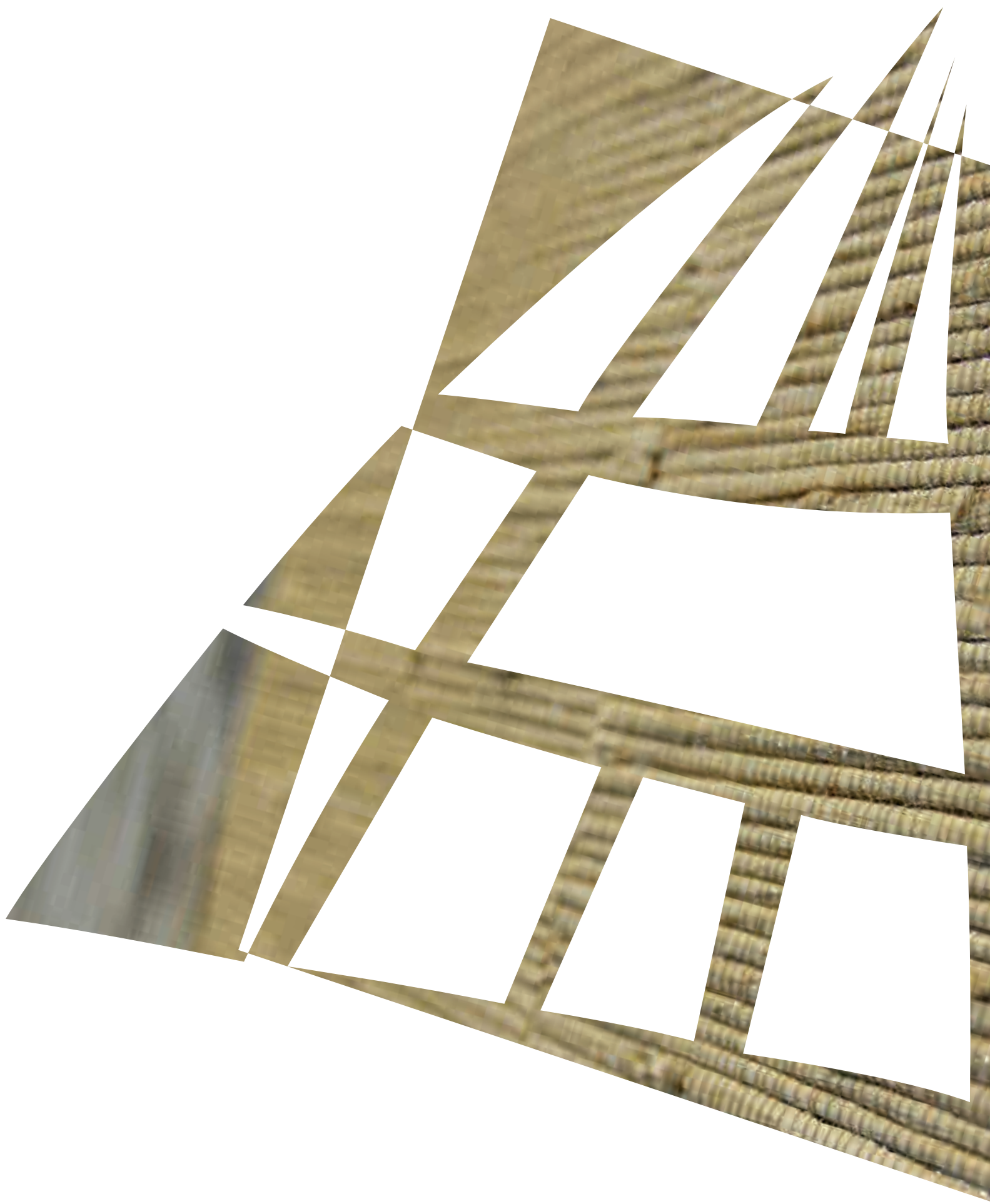
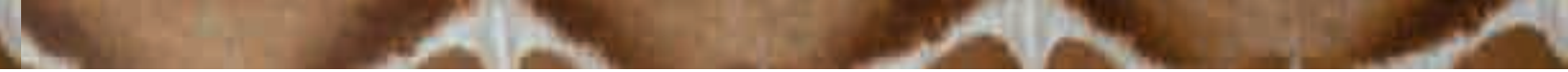
The Commission is embedded and nested in an institutional landscape comprising policy makers and implementers, regulated entities, consumers, the judicial system and a host of stakeholders that enable or constrain the effective execution of the mandate of the Commission.

The situational analysis considers the influence of stakeholders over the Commission's decisions and work, the importance of such stakeholders to the Commission and the nature of the interaction with stakeholders. The most significant stakeholders that the Commission needs to be concerned with over the next five years include:

Table 2: Stakeholder analysis

Priority Stakeholders	Influence	Importance	Interaction
Consumers	Critical	Critical	Inform, Consult & Educate
Ministry of Trade and Industry	Critical	Critical	Inform, Consult & Collaborate
Policy makers	Critical	Critical	Inform, Consult & Collaborate
Business Community			
Firms	Critical	Critical	Inform & Consult
Associations	Critical	Critical	Inform & Consult
Organised Business	Critical	Critical	Inform & Consult
SMEs	Critical	Critical	Inform, Consult & Educate
Sector Regulators	Critical	Critical	Inform, Consult & Collaborate
Judiciary	Critical	Critical	Consult
Media	Critical	Critical	Inform & Educate
Tertiary Institutions	Moderate	Critical	Inform, Consult & Collaborate
Trade Unions	Critical	Critical	Inform, Consult & Collaborate
Other Government	Issue-based	Issue-based	Issue-based





# NaCC HIGH LEVEL STATEMENTS

The Commission is established as a juristic person, which is independent and subject only to the Namibian Constitution and law. The Commission’s functions, powers and duties as set out in Section 16(1) of the Competition Act confer responsibility to administer and enforce the Competition Act.

It is tasked with promoting competitive market conditions through investigations of anticompetitive activities, reviewing and approving mergers and exemption applications, conducting competition related research and disseminating information to businesses, consumer and other stakeholders.

Namibia’s competition law is unique in that it takes into account the public interests provisions on protecting consumers by safeguarding competitive prices and products choices as well as promoting employment and advancing the social and economic welfare of Namibia. It also considers the protection and promotion of small undertakings as well as promoting a greater spread of ownership of historically disadvantaged persons.

## NaCC MISSION

To safeguard and promote competition in the Namibian market

## NaCC VISION

Fair market competition

## NaCC CORE VALUES

### National economic interests comes first

“Our priority and commitment is to put National Economic interests towards attainment of Vision 2030 ahead of any other considerations”.

At any given moment the interplay of various interests have an influence over the processes and decisions of the Commission. It is therefore important to ensure that the decisions taken by the Commission in regulating competition is in line with the interests expressed in Vision 2030. It is particularly important to ensure that personal interests do not have any influence in decision-making by the Commission. This is particularly relevant in view of the risk of regulatory capture and the potential for forum shopping.

## Impartiality

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

The Commission shall uphold the principles of impartiality regardless of circumstances. This means that the decisions made by the Commission will be characterised by an absence of bias, whether perceived or real. The Commission's impartiality shall reflect its independence in its action and in the execution of its mandate.

## Consistency

"We are consistent in our approach in every instance, regardless of the circumstances and pressure that may be brought to bear".

Consistency should be evident in the application of the law as applied by the Commission in its decision-making, unless there is a need for deviation based on circumstances that are changing. It should be premised on procedural and operational consistency by the Commission. It should serve as a risk management tool against both private and public sector regulatory capture.

## Integrity

"We act with integrity in matters of substance and procedure insofar as executing the mandate of the Commission".

The Commission and its staff adhere to the expected standards of behaviour set out in its code of conduct in relation to its stakeholders and among members of staff. The Commission will at all times act with honesty and trustworthiness.

## Accountability for our role

"We accept our responsibilities and are accountable for all our decisions and actions. We uphold and respect decisions taken by the Commission, whether an individual was party to an agreement or not".

The Commission takes ownership of all actions and decisions taken by it. This means that the Commission and all its divisions assume collective responsibility for its decisions. It further assumes that the Commission can be expected to account for the procedures and decisions it takes in a transparent manner.



# NaCC STRATEGY MAP



Strategic Goals		Outcomes	
1.	To ensure effective enforcement of the Competition Act as a contribution to creating competitive markets in line with Vision 2030	1.	Increased compliance with the provisions of the Competition Act
2.	To expand the scope of competition regulation and strengthen the quality thereof	2.	Competition policy developed and submitted to MITSD
3.	To enhance competition advocacy towards the fulfilment of sound competition principles and practices	3.	Draft Competition Bill submitted to MITSD
4.	To conduct action oriented research on competition in support of evidence-based competition regulation and policy	4.	Culture of compliance to the Competition Act established
5.	To develop the Commission as a centre of operational excellence in competition regulation	5.	Established a knowledge-base on competition in the Namibian economy
		6.	Established the Commission as a centre of operational excellence in competition regulation
Measurable Objectives		Outputs	
1.	To ensure sound corporate governance	1.	Annual Report
2.	To maintain effective and mutually beneficial international relations	2.	Memoranda of Understanding/ Agreements
3.	To ensure compliance to the Act through advocacy and education.	3.	Participated in international competition forums
4.	To recommend investigations and merger determinations to the Board of Commissioners	4.	Investigation decisions approved and implemented
5.	To complete the review of the Competition Act	5.	Merger decisions approved by the Board
6.	To provide Information, Communication and Technology, Human Resources, Financial Management, Facilities and Administrative Support services that enable the Commission to effectively discharge its mandate	6.	Settlement agreements approved by the Board
7.	To investigate restrictive business practices and enforce compliance to the Competition Act	7.	Proposals on amendments to the Act
8.	To conduct merger review and regulation in a manner that is transparent and predictable	8.	Stakeholder engagement on review of the Act
9.	To institute a market inquiry and price monitoring regime to support national competition policy objectives	9.	Review of the proposed amendments and approvals by the Board
10.	To produce high quality and timeous economic analysis and advisory reports in support of case investigations and policy development and implementation	10.	Advocacy and stakeholder engagement
11.	To increase awareness of competition law	11.	Annual Financial Report produced
		12.	Annual Affirmative Action Report produced
		13.	Skills developed
		14.	Consolidated budget submitted
		15.	Staffing
		16.	Quality Management System developed and maintained
		17.	Administrative support services rendered
		18.	Logistical support services rendered
		19.	Communication Toolkit Developed
		20.	Screening Report produced with recommendation to refer or non-refer
		21.	Investigation Reports produced
		22.	Exemption Report produced
		23.	Advisory Opinion (Restrictive Business Practices) issued
		24.	Consent Agreements produced
		25.	Interim Relief Order report produced
		26.	External Manual developed and reviewed
		27.	Merger determinations made
		28.	Advisory Opinions (Mergers) issued
		29.	Recommendations made in respect of Chapter 4 applications
		30.	Merger conditions monitored and submission of quarterly monitoring reports to Board
		31.	Merger trends and related competition law and policy report produced
		32.	External guidelines developed and reviewed
		33.	Market investigations completed
		34.	Price surveillance reports completed
		35.	Economic analysis and advisory reports produced
		36.	Competition Week hosted



# NaCC STRATEGIC GOALS, OUTCOMES AND TARGETS

Over the next five years, the Commission will pursue the following strategic goals to achieve the stated outcomes listed below.

Strategic Goals	Outcomes	Indicators	Targets
To ensure effective enforcement of the Competition Act as a contribution to creating competitive markets in line with Vision 2030	Increased compliance with the provisions of the Competition Act	Percentage of compulsory compliance interventions through exemption conditions (s27), merger conditions (s47[7]), settlements (s40) and court orders (s38) implemented	100%
		Percentage of Section 51 application decisions in favour of the NACC	70%
		Percentage of merger determinations made to prevent substantial lessening of competition in sectors and markets	100%
		Percentage of Section 38 application decisions in favour of the NACC	70%
To expand the scope of competition regulation and strengthen the quality thereof	Competition policy developed and submitted to MITSD	Competition policy submitted to MITSD	1
	Draft Competition Bill submitted to MITSD	Draft Competition Bill submitted to MITSD	1
To enhance competition advocacy towards the fulfilment of sound competition principles and practices	Culture of compliance to the Competition Act established	Number of Voluntary Compliance Programmes implemented	5
To conduct action oriented research on competition in support of evidence-based competition regulation and policy	Established a knowledge-base on competition in the Namibian economy	Position Papers produced with policy recommendations	10
		Impact Assessment Reports produced	2
		Economic Discussion Papers produced	10
		Market studies conducted	3
To develop the Commission as a centre of operational excellence in competition regulation	Established the Commission as a centre of operational excellence in competition regulation	Internship and development programme implemented	Fully Implemented
		Employee job satisfaction	90%
		Quality Management System (QMS)	QMS Certification

# NaCC ORGANISATIONAL BUSINESS PLAN

The measurable objectives of the Commission and the outputs it will deliver over the next five years are set out below.

	Measurable Objectives	Outputs	Key Performance Indicators	5-Year Targets
CEOs OFFICE	<p>To ensure sound corporate governance</p> <p>To maintain effective and mutually beneficial international relations</p> <p>To ensure compliance to the Act through advocacy and education</p> <p>To recommend investigations and merger determinations to the Board of Commissioners</p> <p>To complete the review of the Competition Act</p>	Annual Report	Number of Annual Reports produced	5
		Memoranda of Understanding/ Agreements	Number of Memoranda of Understanding/ Agreements concluded	2
		Participated in international competition forums	Number of panel discussions and discussion papers presented ( ICN, OECD, UNCTAD, ABBA, others)	5
		Investigation decisions approved and implemented	Implemented decisions in terms of investigations	Aligned to RBP
		Merger decisions approved by the Board	Implemented decisions in terms of merger determinations	Aligned to Mergers and Acquisition
		Settlement agreements approved by the Board	Number of settlement agreements confirmed by the Court	Aligned to RBP
		Proposals on amendments to the Act	Reports produced on amendments to the Act	5
		Stakeholder engagement on review of the Act	Number of workshops and forums held for engagement	5
		Review of the proposed amendments and approvals by the Board	Number of reports presented to the Board	3
		Advocacy and stakeholder engagement	Number of stakeholder consultations on amendment of the Act	1
CORPORATE SERVICES DIVISION	To provide Information, Communication and Technology, Human Resources, Financial Management, Facilities and Administrative Support services that enable the Commission to effectively discharge its mandate	Annual Financial Report produced	Number of Annual Financial Reports approved by the Board	5
		Annual Affirmative Action Report produced	Affirmative Action Report approved by the Board	3
		Skills developed	Planned training activities undertaken	100%
			Effective internship and development (economic analysis and competition law) programme implemented	1
		Consolidated budget submitted	Consolidated budget approved by the Board	5
		Staffing	Vacancies filled within 3 months	100%
		Quality Management System developed and maintained	Quality Management System certified	QMS Certification Maintained
		Administrative support services rendered	Internal customer satisfaction	90%
		Logistical support services rendered	Internal customer satisfaction	90%%
		Communication Toolkit Developed	Number of External Newsletters produced and disseminated	20
			Number of Internal Newsletters produced and disseminated	14
			Commission website content kept up to date	100%
			Commission website uptime	95%
			Number of stakeholder workshops, seminars, and outreach programmes conducted	25
			Number of promotional material produced and disseminated	100
			Number of media briefings organised	20
			Number of media statements issued	20
			Number of advertisements placed	100%

# NaCC ORGANISATIONAL BUSINESS PLAN (continued)

	Measurable Objectives	Outputs	Key Performance Indicators	5-Year Targets	
RESTRICTIVE BUSINESS PRACTICES	To investigate restrictive business practices and enforce compliance to the Competition Act	Screening Report produced with recommendation to refer or non-refer	CEO approval of Screening Report recommendation to refer or non-refer	100%	
		Investigation Reports produced	Board approval of Investigation Report recommendations	100%	
		Exemption Report produced	Board approval of Exemption Report recommendations	100%	
		Advisory Opinion issued	Percentage of Advisory Opinions issued within 30 days	90%	
			Percentage of complex Advisory Opinions issued within 60 days	90%	
		Consent Agreements produced	Approval of Consent Agreements by the Board	100%	
		Interim Relief Order report produced	Approval of Interim Relief Order recommendations by the Board	100%	
		External Manual developed and reviewed	External guidelines in Manual developed, reviewed and updated	1	
MERGERS AND ACQUISITION	To conduct merger review and regulation in a manner that is transparent and predictable	Merger determinations made	Merger determinations made within the legally required time-frame	100%	
			Merger determinations published in Government Gazette	100%	
		Advisory Opinions issued	Percentage of Advisory Opinions issued within 30 days	90%	
			Percentage of complex Advisory Opinions issued within 60 days	90%	
		Recommendations made in respect of Chapter 4 applications	Board approval of recommendations in respect of Chapter 4 applications	90%	
		Merger conditions monitored and submission of quarterly monitoring reports to Board	Percentage of merger conditions monitored	100%	
		Merger trends and related competition law and policy report produced	Number of reports produced on merger trends and related competition law and policy	20	
		External guidelines developed and reviewed	External guidelines reviewed and updated	Annually	
ECONOMICS AND SECTOR RESEARCH	To institute a market inquiry and price monitoring regime to support national competition policy objectives	Market investigations completed	Numbers of market study reports produced	5	
		Price surveillance reports completed	Number of price surveillance reports produced	5	
	To produce high quality and timeous economic analysis and advisory reports in support of case investigations and policy development and implementation	Economic analysis and advisory reports produced	Number of Position Papers produced	10	
			Complex Economic Case Reports produced in priority sectors on request from technical divisions	100%	
			Number of Impact Assessment Reports produced	2	
			Number of Competitiveness Enhancement Schemes	2	
			Number of Economic Discussion Papers produced	10	
	To increase awareness of competition law	Competition Week hosted	Concept Note on Competition Week produced	5	
			Competition Week conference paper produced	5	
			Competition Week Post-mortem report produced	5	

# IMPLEMENTATION AND COORDINATION

## Performance Monitoring, Evaluation and Reporting

Strategic planning and performance monitoring and evaluation involves a four-stage virtuous cycle that incorporates creating strategy and implementing plans, monitoring the execution of those plans, and adjusting activities to achieve strategic goals. This four-step wheel revolves around integrated data and indicators, which provide a measurement framework to gauge the effectiveness of strategic and management processes, as indicated in Figure 3.

The architecture of the high-level performance monitoring, evaluation and reporting cycle over the 5 year planning horizon is indicated in Figure 4. The five-year strategic plan (2015/16 - 2019/20) should be reviewed and updated annually. This is to ensure that it remains relevant to changing conditions. The yearly review is however, limited and fundamental changes to the strategy should only be made if changing circumstances overtake or make the goals, objectives and targets irrelevant. The strategic plan also provides the framework for the annual performance plan, which in turn, provides the framework for the development of individual performance agreements against set targets and commitments in the strategy. In this way, the strategy cascades down from the organisational level to the divisional and individual levels.

Figure 3: Strategic planning, performance monitoring and evaluation cycle (Source: Adapted from Eckerson 2009)

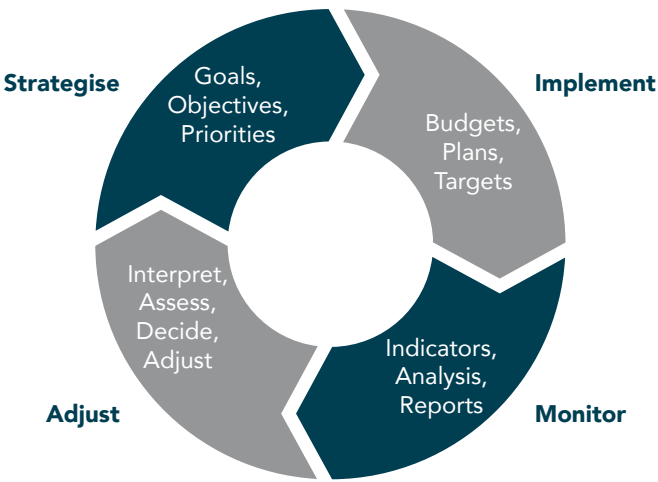
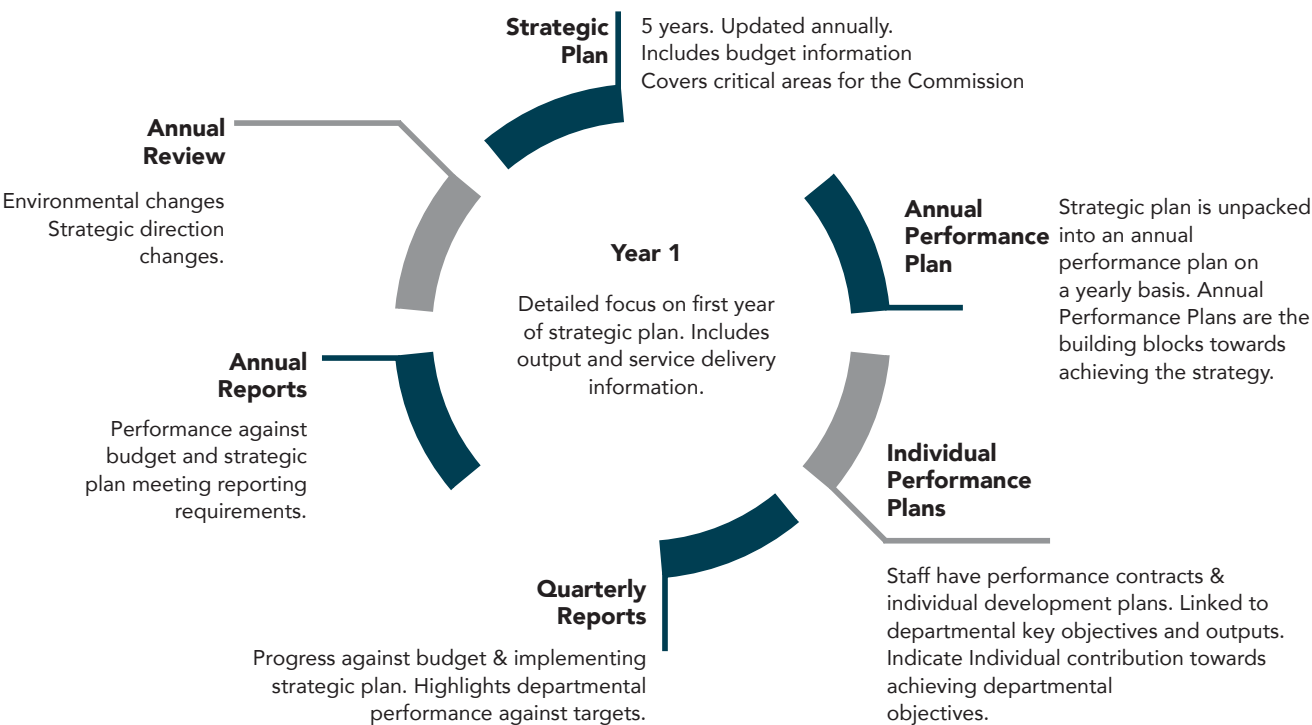


Figure 4: Planning, monitoring and reporting cycle





# IMPLEMENTATION AND COORDINATION (continued)

## Performance Monitoring, Evaluation and Reporting (continued)

Monitoring is the on-going process of measuring and assessing actual performance against plans; current performance against past performance; and performance against internal and/or external benchmarks. Evaluation refers to the systematic collection and analysis of evidence on progress against goals and outcomes, particularly with reference to the achievement of policy goals set out in the Competition Act. Analysis involves an evaluation of relevance, performance (effectiveness and efficiency), value for money, impact and sustainability. Thus, the aim of the performance monitoring and evaluation is threefold:

- to ensure effective operations through collecting information needed that informs planning and more effective implementation of activities;
- to ensure informed decision-making since having access to strategy implementation performance information leads to more effective decision-making and accountability; and
- to facilitate learning that enables the Commission and stakeholders to reflect critically on progress.

The quarterly report will be an important monitoring instrument as it captures performance against plans

on a quarterly basis. It describes the progress against performance targets by divisions of the Commission. It also provides an update on expenditure for the quarter which should be reconciled with the budget for that specific quarter. The report should also describe the challenges experienced, list the issues and highlight the risks involved. The quarterly reports feed into the annual reports and reviews progress for the year against annual performance plans. An annual review of performance should be conducted that also assesses whether there are any significant changes in the external and internal environment and if any of the major assumptions underpinning the strategy has changed. The annual report should provide a more detailed report that reflects on the performance over the year and incorporates a review of the targets achieved. A mid-term review should be undertaken at the halfway mark of the strategy implementation period (around 32 - 36 months). The review is important to determine if any significant changes need to be made to the strategy. An in-depth evaluation should be undertaken towards the end of the 5-year planning cycle. The evaluation should consider the relevance, effectiveness and efficiency, impact and its influence on the sustainability of the Commission.

Table 3: Planning, monitoring, evaluation and reporting cycle

Year	2016	2017	2018	2019	2020	2021	
Month							
April	Plan approved and submitted to MITSD	Review of Strategy (Feb) Adjust Strategy and prepare APP (March) Submit updated Strategy and new APP to MITSD	Review of Strategy (Feb) Adjust Strategy and prepare APP (March) Submit updated Strategy and new APP to MITSD	Mid-term review of Strategy (Jan-Feb) Adjust Strategy and prepare APP (March) Submit updated Strategy and new APP to MITSD	Review of Strategy (Feb) Adjust Strategy and prepare APP (March) Submit updated Strategy and new APP to MITSD	Continue evaluation of strategy Prepare new Strategy and APP Submit new Strategy and APP to MITSD	
June	1st Quarterly Report Submit report MITSD	1st Quarterly Report Submit report MITSD	1st Quarterly Report Submit report MITSD	1st Quarterly Report Submit report MITSD	1st Quarterly Report Submit report MITSD		
September	2nd Quarterly Report Submit report to MITSD	2nd Quarterly Report Submit report to MITSD	2nd Quarterly Report Submit report to MITSD	2nd Quarterly Report Submit report to MITSD	2nd Quarterly Report Submit report to MITSD		
December	3rd Quarterly Report Submit report to MITSD	3rd Quarterly Report Submit report to MITSD	3rd Quarterly Report Submit report to MITSD	3rd Quarterly Report Submit report to MITSD	3rd Quarterly Report Submit report to MITSD Initiate evaluation of Strategy		



# CRITICAL SUCCESS FACTORS

In implementing the strategy the Commission will consider four important issues to ensure the successful implementation of the strategy:

Firstly, collective leadership and management is crucial to the successful implementation of the strategy. It is the responsibility of the senior management to articulate the strategic goals, inspire and motivate staff, provide consistent support, remove obstacles, and provide direction in times of uncertainty.

Secondly, implementation mechanisms and structures need to be kept simple and whenever possible, activities need to

be integrated into the day-to-day functions of the different departments.

Thirdly, a dedicated strategy implementation role within the Chief Executive Officer's (CEOs) Office is necessary to coordinate strategy implementation, monitoring and review activities.

Fourthly, the implementation of the strategy means changes in the organisation and careful attention should be paid to the management of this change. Key points are highlighted below:

## Change Management

The implementation of the strategy will require changes in the organisation. Change management is a systematic approach to dealing with change at an organisational level. It involves defining and implementing the processes to deal with change, and creating an environment to support the anticipated changes. There are number of critical success factors necessary to sustain change.

## Communication

Buy-in and commitment to the changes resulting from the strategy implementation process by Commission staff depend on effective communication. Continuous communication about the planned activities and likely changes should be integrated into the communication channels currently in use in the organisation (and where necessary, establish communication channels specifically for this purpose). Communication is a two-way dynamic process and should provide an opportunity for staff to provide feedback on the process. Importantly, the communication activities need to be well coordinated.

## Participation

Staff participation across the Commission should be encouraged since it is crucial to building a sense of ownership in the changes taking place. There are different ways to encourage staff participation – requesting their participation in teams, delegating tasks, and inviting participation in meetings.

## Capacity building

Changes could impact the job function of staff so that it requires additional skills, new knowledge and expertise to perform their jobs. Such opportunities for skills development and capacity building should be identified continuously and the necessary capacity building measures should be implemented in response.

# NaCC STRATEGIC RISK REGISTER 2015

	Strategic Objectives	Risk Heading	No.	Risk Description	
	To ensure effective enforcement of the Competition Act as a contribution to creating competitive markets in line with Vision 2030.	Lack of expertise	1	The Namibian market does not have the necessary skilled people in competition law. This places a limitation on how the NaCC achieves its objectives. Furthermore the training budget was reduced from 49% to 35%. This may result in staff not being trained appropriately further increasing the skills gap.	
		Limitations with regards to the enforcement of the Competition Act	2	The Act in its current form limits the Commission's ability to fulfil its required mandate and thereafter ultimately achieve its strategic objectives	
		Non-adherence to the Competition Act, 2003 (Act No. 2 of 2003) and the State Owned Enterprise Governance Act, 2006 (Act No. 2 of 2006).	3	The law requires every state owned enterprise to submit audited financial statements six months after year end. The NaCC's audit readiness and external audit are being delayed by the Auditor-General (AG) due to lack of capacity the AG's office. This will result in Non-compliance with the NaCC Act and the legislative requirement for SOEs.	
	To expand the scope of competition regulation and strengthen the quality thereof.	Legal risk in the event of court cases.	4	Due to the nature of the business, there are legal risks involved e.g. litigation costs, when a party takes NaCC to court. The NaCC has to research when there is a court case, money and time is lost in the process.	
		Employees may be involved in fraud/dishonesty.	5	The NaCC deals with business and due to the nature of its operations, business may not want to adhere to the rules and regulations as per the Competition's Act if these regulations are negatively affecting their operations. Bribes may therefore be offered to NaCC employees in order for them to look the other way when reviewing unfair business practices.	
		Unauthorised disclosure of confidential Information (Operational).	6	There is a risk that NaCC may accidentally or maliciously disclose confidential information of their clients competitors in the execution of its mandate. If a business picks up information of its competitors through the NaCC, this has a negative impact on the NaCC as businesses start to question NaCC's credibility and this hinders the achievement of NaCC's objectives in totality.	
	To enhance competition advocacy towards the fulfilment of sound competition principles and practices	Stakeholders may not understand the NaCC's mandate, this may result in them having negative perception regarding the NaCC's existence.	7	The NaCC's mission is to safeguard and promote competition in the Namibian market. Stakeholders may believe that the NaCC's is there to merely reduce the price of goods and services. The misunderstanding of the organisation's mandate may result in wrong expectations from stakeholders. There is therefore a reputational risk that the NaCC may be seen to be not doing its job and yet this is not part of its mandate.	
	To conduct action oriented research on competition in support of evidence-based competition regulation and policy.	Inadequate budget allocation from the Line Ministry.	8	According to the Ministry of Trade and Industry, the budget allocated to the NaCC is based on the fact that the NaCC is not an income generating entity. The current budget allocation is insufficient for the accomplishment of the NaCC's strategic objectives.	
	To develop the Commission as a centre of operational excellence in competition regulation.	Loss of institutional knowledge and memory.	9	Due to high staff turnover and a lack of knowledge management policies and procedures there is a risk of loss of institutional knowledge and memory.	
		Ineffective IT Governance processes	10	The NaCC uses consultants who are outsourced for its Information Technology services. The consultants are however not always available in times of need. This causes delays and may result in NaCC being sued if answers are not given to Law firms on time.  In addition, there is no IT disaster recovery plan and business continuity plan in place. There is a record registry in place (manual), storage place is not sufficient, this function has been outsourced. There is a risk that when outsourcing, confidentiality may be compromised in the process.	
		Loss of key employees.	11	Due to a low budget allocation to the NaCC, employees are remunerated salaries below market value. As a result, staff with the necessary skills leave the organisation and the NaCC has to recruit new people who will need to be trained.	
		Conflict of the competition act with other regulating bodies' acts	12	Several sectors have regulating bodies e.g. banking sector- regulated by the Bank of Namibia, Communication sector- Communication regulatory authority of Namibia. With the regulating bodies in place, there is a risk that the NaCC may not carry out its mandate as the regulated sectors have their own regulations to be followed for their respective industries. There may be a conflict of which regulations to follow, the Competition Act or regulators act.	





Risk rating = Impact x Likelihood	Risk Magnitude	Description
17-25	Extreme Risk	The exposure identified has a <b>potential to have a major impact</b> on the entity's performance and/or business reputation and is fundamental to the achievement of the organisation's objectives. It requires resolution at the earliest opportunity.
11-16	High Risk	The exposure identified has a potential to have a <b>high impact on the entity's performance</b> and requires urgent resolution.
6-10	Moderate Risk	The exposure identified has a potential to have a <b>moderate impact</b> on the entity's performance and requires resolution.
1-5	Low Risk	The exposure identified may have a <b>minor impact on the entity's performance</b> and should be resolved in the normal course of business.

	Likelihood Score (L)	Impact (I)	Inherent Risk Scoring (IxL)	Current Control	Future Control	Action Owner
	5	4	20	1) The NaCC currently has an internship programme in place. 2) Secondment of staff also being undertaken in other countries with mature competition regulatory bodies.	1) Bring in secondments from other countries to work at the NaCC and train the NaCC employees at the same time. 2) On the job training. 3) Training plans for individuals to ensure skills gap is covered. 4) Retired experts to be brought in and serve as secondments.	Human Resources
	4	4	16	1) Proposed amendments to the Act have been drafted for presentation to the Minister		Internal Review Committee, Company Secretary
	4	3	12		1) Deloitte is being consulted to assist the NaCC with audit readiness.	Finance
	4	4	16		1) Put in place a structure that accommodates staff that will focus on litigation issues. 2) Contingency fund to be put in place to cater for legal costs. 3) Appeal as per the Draft Bill (Alternative Dispute Resolutions).	Office of the CEO, Human Resources, The Board
	3	4	12	1) During the induction processes, employees are trained on how to deal with bribery attempts. 2) There is a Code of Ethics in place to guide employees.	1) The development of a fraud prevention plan which includes whistleblowing policy and thereafter the implementation of the plan. 2) Duties within the organisation should be segregated, such that one employee is not involved in conflicting roles.	Company Secretary
	2	4	8	1) The Code of Ethics requires all employees to adhere to the organisation's confidentiality requirements. All employees pledged to adhere to the Code of Ethics. 2) During the induction process, employee are trained on the importance of not disclosing confidential information. 3) Before information is disclosed to the public, there is an extensive internal review process. 4) The disciplinary policy states the actions to be taken against unauthorised disclosure of confidential information.	1) Refresher courses on confidentiality for staff. 2) Systems to be implemented that guide staff on confidentiality requirements through the Communications Policy. 3) Information security policy should be drafted and implemented	Executive Management and Human Resources
	4	3	12	1) Newsletters are circulated quarterly.	1) Provide more detailed accounts of why the NaCC has taken certain decisions to be given to the public through press releases. 2) A stakeholder engagement plan will be developed and implemented upon the Board's approval. 3) A proposed organisational structure is drafted to be approved by the board. The structure will clarify the strategy around advocacy.	Office of the CEO
	4	5	20	1) Implemented strict expenditure monitoring measures to ensure that it is in line with the approved budget	1) The NaCC to take part in budget conversations with the ministry and clearly communicate the organisation's objectives and the funds needed to meet such objectives. 2) Effective planning and surplus re-allocation.	CEO
	4	4	16		1) Knowledge management policies and procedures to be drafted and implemented. 2) A knowledge management system will be acquired. All the key information and procedures will then be saved on the system.	Executive Management
	4	4	16	1) An outsourced IT service provider currently assists the Commission with its IT operational requirements.	1) A permanent IT employee to be appointed who will be available for technical support during the day. 2) A Business Continuity Plan to be drafted and implemented and on the whole an IT Governance framework will be drafted, approved by the Board and implemented.	Corporate Services, Human Resources and Office of the CEO
	3	4	12	1) Bonding of staff who have training paid for them by the Commission.	1) Salary benchmarking exercise to be used to align remuneration for staff in line with market values. 2) Retention policy being drafted to ensure initiatives and plans are in place to retain staff. 3) Succession plans to be drafted and implemented. 4) Consult HR to get an overview of the cause of resignations.	Human Resources
	3	2	6	1) Currently have memorandum of understanding in place with other regulatory bodies to assist each other when required to do so.	1) The NaCC will combine its efforts with other regulating bodies to harmonise conflicting regulations as far as possible. 2) A contingency fund to be put in place to cater for legal costs in case a dispute arises.	Office of the CEO

## CONCLUSION

The Commission recognises that a strategic plan should be a dynamic working document that is implemented by leaders through their respective operational lines to ensure that the organization achieves what it sets out to achieve. The strategic planning process is most certainly only the start of the process with the core ingredient for success being the continuous monitoring, evaluation and evolution of strategic imperatives being implemented. Hence, the strategic plan should be responsible to the needs of the organisation in terms of its legitimate mandate.

The successful implementation of this strategy will require extensive support from both stakeholders and staff. It is important to ensure that the goals and objectives of the strategy be clearly and consistently communicated in order to garner support for the Commission's activities. The NaCC consider its strategic plan as a journey and not a destination.

We invite leaders at all levels within the NaCC structure and its esteemed stakeholders to join us on this journey with a sense of constructive adventure in our quest of achieving our vision.

## BOARD OF COMMISSIONERS



**Mr M. Gaomab II**  
Chief Executive Officer and  
Secretary to the Commission



**Dr. S. Akweenda**  
Chairman of the Board



**Mr D. Nghidinua**  
Commissioner



**Ms T. Kaulihowa**  
Commissioner



**Ms M. Theron**  
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**Mr G. Shilongo**  
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