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NATIONAL PLANNING COMMISSION (ANNUAL REPORT 2018/2019)
ACRONYMS

AFD   Agence francaise de Development
AfDB  African Development Bank
BOP   Balance of Payments
CCA   Common Country Analysis
ECOSOC Economic and Social Council
EDF11 Eleventh European Development Fund
EMDEs Emerging Markets and Developing Economies
EPI   Environmental Performance Index
EU    European Union
GRN   Republic of Namibia
IAGs  Internationally Agreed Goals
IAP   Implementation Action Plan
IHDI  Inequality-adjusted Human Development Index
ILO   International Labour Organisation
LAs   Local Authorities
MICT  Ministry of Information and Communication Technology
MHSS  Ministry of Health and Social Services
MLIREC Ministry of Labour, Industrial Relationship and Employment Creation
MPI   Multidimensional Poverty Index
MTEF  Medium Term Expenditure Framework
MURD  Ministry of Urban and Rural Development
MWT   Ministry of Works and Transport
MYSNS Ministry of Youth, Sports and National Services
NCAs  Northern Communal Areas
NDP5  Fifth National Development Plan
NHIES Namibia Household Income and Expenditure Survey
NPC   National Planning Commission
NTA   National Transfer Accounts
NTA   Namibia Training Authority
NSA   Namibia Statistic Agency
ODA   Official Development Assistance
OPM   Office of the Prime Minister
PEPFAR President’s Emergency Plan for AIDS Relief
PCLD  Programme for Communal Land Development
PPP   Public Private Partnerships
RCs   Regional Councils
RDCC  Regional Development Coordinating Committee
SDGs  Sustainable Development Goals
SSA   Sub-Saharan Africa
TVET  Technical Vocational Education and Training
UMIC  Upper Middle Income Country
UN    United Nations
UNPAF United Nations Partnership Framework
VAR   Vector Autoregression
VNRs  Voluntary National Reviews
National Planning Commission (NPC) is an agency under the Office of the President, established by Article 129 of the Constitution the Republic of Namibia, with a mandate to “plan the priorities and direct the course of national development.” For this reason, NPC remains at the fore front of spearheading the national development agenda as well as overseeing the implementation, monitoring and evaluation of priority programmes and projects as articulated in National Development Plans thereof.

It is further stipulated under Article 129 that the members, powers and functions as well as the personnel of the National Planning Commission shall be regulated by an Act of Parliament. Hence, the agency is regulated by the National Planning Commission Act 2013 (Act No. 2 of 2013).

NPC is legally required to compile an annual report as per Section 15 of the NPC Act, which states that the Director General of the NPC must as soon as practicable after the end of each financial year, compile a report on the Commission’s activities that were undertaken during the preceding year for approval by the Commission. The report should further include input on regional activities for that financial year. In fulfilment of the above requirement and expectations, the National Planning Commission prepared its annual report for 2018/2019 which provides a full synopsis of the Commission’s activities carried out during the Financial Year.

During the 2018/2019 Financial Year, the National Planning Commission together with its stakeholders, undertook to continue delivering on its constitutional mandate of planning for the economy as well as ensuring implementation of identified interventions aimed at securing improved livelihood for all Namibians in the spirit of inclusivity and shared prosperity. Although the year 2018/2019 was the second year of NDP5 implementation, in essence, it was actually the year during which much of NDP5 implementation was fully rolled out considering that 2017/2018 was the year of launching the plan. As part of ensuring implementation, the NPC prepared an NDP5 annual report detailing the progress made towards achieving the goals of NDP5 which contributes towards the achievement of the objectives of the long term plan (Vision 2030). Apart from reporting on progress made, the report also reveals the challenges encountered during implementation in order to seek for remedial measures aimed at improving performance going forward.

The afore-mentioned report showed mixed results as most of the set targets were not met owing to persistent global economic downturn which negatively impacted key growth driving sectors of the economy i.e. construction, wholesale and retail trade, among others. In view of social transformation pillar, notable strides were made in reducing poverty rate at the national level attributable to the strengthening of the implementation of social safety net policies i.e. incremental adjustment of social grants.
and other social protection programmes. However, the share of the poor and severely poor households is still estimated at 17.4% and 10.7% of the population as at 2015/2016. Income inequality as measured by Gini-coefficient has been systematically declining from 0.701 in 1993/1994 to 0.600, 0.58 and 0.560 for 2003/2004, 2009/2010 and 2015/2016 respectively. Notwithstanding these declines, however, the level of income inequality still remains among the highest in the world.

Despite the afore-mentioned challenges, the NPC remains committed to delivering on its constitutional mandate of planning the priorities and direction of national development. In view of this, the NPC fervently engages its stakeholders through meaningful consultations to ensure the realization of national goals as set in the NDPs thereby leading to the achievement of the country’s long term aspirations as articulated in Vision 2030.

As part of the stakeholders’ consultations, the Minister of Economic Planning and Director General of NPC and a team of NPC officials undertook a regional familiarization tour through which regional heads and technical officials in Regional Councils and Local Authorities were engaged on regional development issues and to monitor progress on the implementation of capital projects. These visits provided first hand evidence of significant implementation shortfalls. It is against these shortfalls that NPC calls and recommends for prioritization in the use of resources to ensure optimal results and impacts with the limited resources at its disposal, thus ensuring that all Namibians benefit from the resources of the state as much as possible.

I would like to thank all stakeholders in the government, private sector and civil society for their considerable input and contribution towards achieving the national developmental milestones during the 2018/2019 Financial Year. These efforts will undoubtedly lead the country to greater levels of prosperity thereby culminating in the realisation of the vision of an industrialized nation.

I furthermore, would like to express sincere gratitude to all other stakeholders including the International Development Partners for their consistent and unwavering support in our quest to attaining our socio-economic development agenda. In light of addressing the country’s plethora of socio-economic challenges, a detailed synopsis of development projects undertaken with our International Development Partners in this regard is outlined in the report.

The realization of national goals is only possible if we earnestly continue striving to improve performance and enhance capacity to be more competitive as well as engage in efficient ways of optimally utilizing limited resources. It is against this background, that we should face every challenge with renewed strength and vigour towards shaping the future of our country. We should invest our energy in renewing the hope of all nationals in the country’s ability to determine her own destiny, by ensuring the optimum use of every opportunity, to improve the living standard of all the Namibian citizens.

Hon. Obeth Mbuipu Kandjoze
Minister Of Economic Planning And Director General
PREFACE
PREFACE BY THE EXECUTIVE DIRECTOR

To all our esteemed stakeholders, I have the pleasure and honour to present to you the Annual Report of the National Planning Commission for 2018/2019 financial year. During the period under review, the National Planning Commission worked closely with all Offices, Ministries and Agencies (O/M/As), Regional Councils, Local Authorities as well as the State-Owned Enterprises to ensure a co-ordinated approach towards the national development agenda.

The report is divided into two sections: the first section highlights the activities carried out as per the approved NPC strategic plan and the annual plan for the 2018/2019 financial year. The second section presents a brief summary of socio-economic developments, that is, a synopsis of economic performance and social developments during the review period. This section is aimed at enlightening and informing stakeholders on the country’s economic status. The report further presents highlights of the year, which include the inspiring visit of the Vice President of the Republic of Namibia, H.E. Dr. Nangolo Mbumba to NPC; the Hon. Minister’s familiarisation visits to the regions and Commissioners visit to Capital Projects.

NPC compiled this annual report for the purpose of information sharing, accountability and to indicate the progress made as well as the challenges encountered in terms of achieving the set goals and targets of our national development agenda. This report also highlights important milestones reached i.e. the Voluntary National Review on the SDGs implementation, which shows how Namibia performed against the SDGs targets since 2016, as well as the NDP5 annual progress report for 2018/19. Furthermore, the report highlights key findings from various socio-economic studies.

Regardless of the progress made, various implementation challenges have been encountered and valuable lessons have been learnt. However, NPC, together with its stakeholders including development partners, remains as committed as ever to continuously work towards the achievement of the objectives of NDP5 and ultimately that of the Vision 2030. NPC takes cognizance of the fact that active stakeholder engagement and coordination between stakeholders is vital to ensure effective implementation of the national programmes and projects. Therefore, I call upon all stakeholders to continue embracing the spirit of Harambee to work together, with the aim of making Namibia a prosperous and industrialized country for Annely Haiphene
Executive Director
1. Legislative Mandate
1.1 Establishment of the National Planning Commission (NPC)
The establishment of the National Planning Commission, whose task is to plan the priorities and direction of national development, is done in terms of Article 129 of the Constitution of the Republic of Namibia. The membership, powers, functions and personnel of the National Planning Commission is regulated by the National Planning Commission Act, 2013 (Act No. 2 of 2013).

1.2 Objectives of the National Planning Commission
In terms of Section 4 of the National Planning Commission Act, 2013 (Act No. 2 of 2013), the objectives of the NPC, are to:
- Spearhead the identification of Namibia’s socio-economic development priorities;
- Formulate short-term, medium-term and long-term national development plans in consultation with regional councils;
- Develop monitoring and evaluation mechanisms to ensure effective implementation of the national development plans;
- Evaluate the effectiveness of Government socio-economic policies;
- Coordinate the development of government socio-economic policies to ensure consistency; and
- Mobilise, manage and coordinate international development cooperation.

1.3 Constitution of the National Planning Commission
The Commission, in terms of Section 2 of the Act, shall consist of the Director General appointed by the President in terms of Article 32 (3) of the Constitution of the Republic of Namibia. The Director General is the Head of the Commission and presides over its meetings. The Commission also constitute members not numbering less than 15 and not more than 19, appointed by the President, who shall have expertise or experience in the areas of economics, social sciences, political sciences, environment, law or other areas relevant to the objectives of the Commission.

1.4 Commissioners of the National Planning Commission
Section 2(1)(b) of the National Planning Commission Act, 2013 (Act No. 2 of 2013) provides for the appointment of members of the Commission to hold office for a term of three years and are on the expiry of the term of office eligible for reappointment. In this regard, seventeen (17) members of the Commission were appointed on 01 June 2017 to hold office up to 31 May 2020.
Members of the Commission

Hon. Obeth Mbuipaha Kandjoze
Chairperson, Minister and Director-General

Hon. Itah Kandji-Murangi
Hon. Lucia Witbooi
Hon. Leon Jooste
Ms. Dairsy Mathias

Dr. Charmaine Villet
Mr. Jerome Mutumba
Mr. Johny Smith
Mr. Daniel Motinga

Mr. Bisey Uirab
Mr. Mandela Kapere
Mr. Ryno van der Merwe
Ms. Kauna Ndilula

Dr. Marius Kudumo
Dr. Eino Mvula
## Corporate Mandate of the Commission

**Mandate**  
“To plan and spearhead the course of national development”

The NPC mandate is derived from Article 129 (1) of the constitution of the Republic of Namibia and the National Planning Commission Act, 2013 (Act No.2 of 2013).

**Vision**  
To be a centre of excellence at the forefront of the course of national development.

**Mission Statement**  
To plan the priorities and direct national development through effective coordination for sustainable socio-economic development.

## Core Values

<table>
<thead>
<tr>
<th>CORE VALUES</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability</td>
<td>To be answerable for the mandate and resources entrusted to NPC.</td>
</tr>
<tr>
<td>Professionalism</td>
<td>Being objective, efficient and effective in performing official duties, using competency and capacity to adhere to set targets and standards in order to deliver quality services and provide timely feedback.</td>
</tr>
<tr>
<td>Integrity</td>
<td>Serving with honesty without fear or favour.</td>
</tr>
<tr>
<td>Transparency</td>
<td>Ensuring openness, communication and provision of information relating to the planning and coordination of</td>
</tr>
<tr>
<td>Teamwork</td>
<td>Recognizing that our effectiveness as an institution is not determined by individual performance but by our collective performance as a team.</td>
</tr>
</tbody>
</table>
TOP MANAGEMENT

Hon. Obeth Mbuipaha Kandjoze
Chairperson, Minister and Director-General

Hon. Pieter van der Walt
Deputy Minister

Ms. Annely Haiphene
Executive Director

Mr. Roux Sampati
Deputy Chief: National Development Advice Directorate: Monitoring & Evaluation

Mr. Ned Sibeya
Deputy Chief: National Development Advice Directorate: Development Partners Coordination

Mr. Sylvester Mbangu
Chief: National Development Advice Department: Macroeconomic Planning

Ms. Evelina Julius
Deputy Chief: National Development Advice Department: Regional and Sectoral Planning and Policy Coordination
FUNCTIONS OF THE NATIONAL PLANNING COMMISSION

As the Agency tasked with spearheading and coordinating national development efforts, the National Planning Commission continuously work closely with all stakeholders in view of ensuring a coordinated approach to national development. The Commission has the following three (3) Departments and one (1) Directorate:

MACROECONOMIC PLANNING:

The Department is responsible for the identification of national socio-economic development priorities; formulation of short-term, medium-term and long-term national development plans; analysis of macroeconomic issues, trends and phenomenon for improved macroeconomic management and analysis of socio-economic impact of national policies and programmes.

MONITORING AND EVALUATION AND DEVELOPMENT PARTNERS COORDINATION:

The Department is responsible for developing and maintaining a national integrated monitoring and evaluation system for the Government as well as mobilising, coordinating and managing external development resources.

REGIONAL AND SECTORAL PLANNING AND POLICY COORDINATION:

The Department is responsible for the coordination of development and review of government socio-economic policies; evaluation of the effectiveness of Government socio-economic policies; overseeing the implementation of National Development Plans; promote regional and sectoral economic development activities; assist in the formulation of Regional and Sectoral plans and ensure their alignment to the National Development Plans.

ADMINISTRATION AND FINANCE (SUPPORT SERVICES):

The Directorate is responsible for providing support services through the rendering of human resources management and development, auxiliary and financial services, maintaining and safe keeping of computerized information, and public relations.
STRUCTURE OF THE ANNUAL REPORT


SECTION 1: NATIONAL PLANNING COMMISSION OPERATIONAL ACTIVITIES

This section outlines the operational activities of the National Planning Commission undertaken during 2018/19 Financial Year in attaining its constitutional and statutory mandates in accordance with the following Six (6) thematic focus areas, namely:

1. Macroeconomic Research & Policy Analysis;
2. Development Budget/Capital Projects;
3. Monitoring the Implementation of the Fifth National Development Plan (NDP5);
4. Policy Coordination;
5. Development Cooperation; and
6. Support services;

1. MACROECONOMIC RESEARCH & POLICY ANALYSIS

1.1 Agricultural Productivity an engine for growth Research Paper

This was a desk research which applied the Vector Autoregression (VAR) econometric method whose basis was to investigate the causal relationship between agricultural productivity and economic growth for the period 1981 to 2016. The paper also sought to look at the challenges constraining the agriculture sector’s performance from achieving expected results and thereafter recommend how increased agricultural productivity can be beneficial to the entire economy. The study makes the following findings, among others: firstly, agricultural sector’s contribution to GDP has been trending downwards since 1981, recording a decrease of 3.4 percent in 2015 and 2016 from 7.6 percent in 1981. Despite government efforts of trying to promote the agricultural sector through its National Development Plans to address the issue of food security, growth in the sector has just averaged 1.6 percent during the review period thus indicating that the sector is still struggling and more needs to be done to resuscitate it.

Secondly, agricultural productivity can be an engine for economic growth as causality was observed between the two variables. Having seen that agricultural productivity can be an engine for economic growth in Namibia, increased agricultural productivity through investment needs to be encouraged. Thirdly, some noted challenges constraining the agricultural sector’s performance (growth and contribution to GDP) include: access to credit, soil infertility, climate change, water scarcity and access to markets, among others, which require solutions.

1.2 Namibia as a service hub - “The role of Logistics and Financial services in economic transformation”

This paper was a comparative desk study covering the period 2012 – 2017 which, as an objective, pursued to examine the role that the logistics and financial service sectors play in economic transformation. To this end, it specifically sought to highlight the opportunities and benefits of service-led growth as well as to identify challenges hampering the service sectors. It also highlighted lessons that can be learned from peers in the SADC region in view of propelling Namibia in its quest to become a logistics and financial service hub through the deepening of the financial market.
The paper makes the following conclusions, among others first, the World Economic Forum (2016) analysis, which compares port infrastructure quality versus container handling efficiency, revealed that the port of Walvis Bay boast high quality infrastructure while container handling is not so efficient. The analysis argues that this inefficiency may be caused by the fact that the port is small in size, because dwell time for vessels is longer and volumes of cargo handled is reduced. Further expansion will therefore lead to optimal use of port infrastructure. Second, services have long been ignored in the debate on economic transformation. Namibia’s service sector performance is relatively close to that of other major SADC countries, ranked among the top five (5) in the region, both in terms of value added as share of GDP and contribution to employment.

1.3 Demographic Dividend Study – Towards maximizing the Demographic Dividend (DD) in Namibia

This was a desk study which sought to address the following three-fold objectives: (i) Review demographic and economic opportunities and challenges; (ii) Determine timing and magnitude of the first DD using National Transfer Accounts (NTA) modelling, and (iii) Identify key policy options for maximising the DD.

The demographic dividend refers to the temporary economic benefit that can arise from a significant increase in the ratio of working-age adults relative to young dependents that result from fertility decline, if this change is accompanied by sustained investments in education and skills development, health, job creation and good governance.

The study reviewed relevant literature and analysed secondary data on Namibia’s demographic and socio-economic opportunities and challenges; modelled the country’s demographic dividend using the National Transfer Accounts (NTA) method; and identified policy options to optimise the country’s opportunities towards reaping a maximum demographic dividend. The method was specifically used to determine the timing of Namibia’s window of opportunity for harnessing the first demographic dividend; estimate the components of the lifecycle deficit (labour income and consumption); and estimate the magnitude of the demographic dividend under different scenarios.

Namibia is at an advanced stage of the demographic transition with at least 60% of its population in the theoretical working ages of 15 - 64. This places it well within the window to harness the first demographic dividend. Indeed, the analyses show that the country was already enjoying the benefits of the demographic dividend by 1990 although this was disrupted in the late 1990s, likely by the effects of the HIV/AIDS epidemic. Going forward, there are two critical factors in the way of the country maximising its dividend. The first is the relative stall in fertility decline at a fairly high level above the replacement level. Secondly, the high unemployment and underemployment rates, particularly of young Namibians.

To overcome these barriers, Namibia has to enhance its family planning efforts to address unmet need and to curb teenage pregnancies and child marriages to quicken the pace of the demographic transition. But having significantly more people in the working ages alone is not enough to maximise the dividend. Young Namibians must be well educated and skilled and have equal opportunity to decent jobs to boost the magnitude of the demographic dividend. Therefore, strategies to achieve these goals have to be put in place in order for the country to maximise its dividend that will give a significant boost to achieving Vision 2030 and its long-term development aspirations for Namibia to become “a prosperous and industrialised country, developed by her human resources, enjoying peace, harmony and political stability”. Namibia is already within the window to harness the first demographic dividend. A key question is
“What should the country do in order to maximise the dividend?” The study makes the findings enumerated below:

Namibia’s fertility dropped from a high of 6.6 children in 1980 to 3.6 in 2013 thereby indicating that the population age structure is on track to shift from one dominated by children to one dominated by the working age population. This change in population structure is crucial for Namibia to benefit from demographic dividend. With the current fertility rate of 3.6, Namibia is still early in its demographic transition and has to contend with a sizeable child dependency burden that limits the availability of resources for savings and future investment for both households and the government.

The consumption needs of children (0-24 years) in 2010 in Namibia made up an estimated 85% of the total labour income while for South Korea whose birth rate of 1.3 children per woman is much lower, the consumption needs of children made up only 35% of the total labour income in 2005. Therefore, South Korea is best placed than Namibia to save and build more capital for future development endeavours. Namibia’s window of opportunity for harnessing the first DD opened before 1990 when the rate of change in the support ratio (i.e. ratio of effective producers to effective consumers) became positive.

2. DEVELOPMENT BUDGET/CAPITAL PROJECTS

2.1 Development Budget 2019/2020 - 2020/2021 Medium Term Expenditure Framework (MTEF)

A country’s budget is one of the avenues that government uses to ensure economic growth and development. The development budget in particular, serves as the tool which the government uses to invest in hard infrastructures that enables smooth and better service delivery. It is through the development budget that the government constructs and maintains the public infrastructure across the sectors countrywide. The Development Budget is therefore one of the important tools of the national development planning process. It indicates Government funding for development programmes and projects, aimed exclusively to further the development of the country.

A total amount of N$28.9 billion, of which an amount of N$24.6 billion is from Inside State Revenue Fund and N$4.3 billion from Outside State Revenue Fund, was allocated to the country’s Development Budget for the period 2019/20 – 2021/2022. When compared to the previous MTEF this allocation is 19 percent higher, a reflection of government continued commitments to invest in the economy for economic rebound. Below is the allocation of the Global Development Budget Ceilings:

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>Estimated Expenditure (N$ 000)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Inside State Revenue Fund</td>
</tr>
<tr>
<td>2019/2020</td>
<td>7,906,278</td>
</tr>
<tr>
<td>2020/2021</td>
<td>9,172,685</td>
</tr>
<tr>
<td>2021/2022</td>
<td>8,565,105</td>
</tr>
<tr>
<td>Grand Total</td>
<td>24,644,068</td>
</tr>
</tbody>
</table>


2.2 Development budget Mid-Term Review

During the year under review, the National Planning Commission and the Ministry of Finance jointly conducted the third Mid-Term Budget Review with the aim of assessing the budget after the lapse of the first six months of budget implementation. Based on the project performance by
Mid2018/19 FY, a total of N$1.79 billion was re-allocated from the Development budget to cover the critical needs in the economy at the time, resulting in a revised budget of N$5.5 billion from the appropriated budget of N$7.3 billion as indicated in Table 2.

Table 2: Development Budget Mid-Year Budget Review

<table>
<thead>
<tr>
<th>Development Budget (N$ 000)</th>
<th>Total downward revision</th>
<th>Total Revised Ceilings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original Appropriation</td>
<td>1,790,000.00</td>
<td>5,534,011.00</td>
</tr>
</tbody>
</table>

2.3 Development Budget Analysis Paper for 2017/2018

During the period under review, the National Planning Commission prepared a Development Budget Analysis paper for 2017/2018 Financial Year. The Development Budget Analysis paper analysed the Development budget performance for the financial year. The Analysis paper provided an overview of the national budget, financial execution analysis in terms of the; appropriated development budget 2017/18 FY, mid-year review and virement trend for the period under review.

The paper established that the Development Budget recorded an excellent execution rate of 95 percent. Despite a good overall execution rate, the physical execution in terms of the completed projects was found to be insignificant, as only 4 projects were completed during 2017/18 against a total of 10 projects that were set to be completed. These projects are: the Construction of a new Class ‘A’ Police Station at Otjomuise, Construction of Ruben Danger Ashipala Police Training Centre, Construction of a primary school at Okahao and Construction of Gravel road Uukwiyushona – Omuntele. The paper established that the Development Budget was specially faced with a number of implementation challenges, among others are: cost overruns on some projects, combined total authorization warrant (TAW) that affects expenditure prioritization of OMA’s and insufficient funding for large projects resulting in extension of time and consequently cost escalations.

The paper therefore suggested a number of recommendations, inter alia:

- The need for the split of TAW for Operational and Development Budget to avoid votes prioritizing operational activities at the expense of the Development activities.
- Votes to plan well in advance to avoid procurement delays.
- NPC to always assess the financial viability of all projects to avoid cost overruns.

2.4 Strengthen Regional Planning

Regional planning is one of the core mandates of the NPC, where development planning and coordination are done through the Regional Development Coordinating Committee (RDCC), which is a body established for the purpose of effective regional development planning and coordination. During the year under review, NPC continued its attendance of RDCC meetings through which it provided guidance and advice on national and regional planning and how the two planning levels can be integrated. What emerged from the 2018/19 RDCCs is that low attendance by the RDCC members thereby affecting both the planning and the discussions of progress on the implementation of projects. Another key challenge identified on project implementation is lack of planning and monitoring capacity among the members of the RDCC and its lower level Constituency Development Committees (CDC) as well as the Settlement Development Committees (SDC) which are the cornerstone of bottom-up planning and development.

In efforts to strengthen regional planning, the NPC also undertook a Regional Familiarisation Visit which covered thirteen regions (with exception of Khomas region). This visit held meetings with RDCC
members and Regional Constituency Councillors and Governors and visited 87 strategic projects worth over N$24 billion. The key lessons learnt from the visit is that the coordination between the NPC and Regional Councils, in terms of development planning coordination roles at national and regional levels respectively, has diminished, leading to ineffective and inefficient planning, as well as implementation of projects in the country. Both the RDCC meetings attended and the Regional Visit reinforces the same recommendation of the need for the strengthening of the collaboration between NPC and Regional Councils to enhance coordination of the entire process of development planning.

*Figure 1: Site visit to the Musese Green Scheme Project*
3. **MONITORING THE IMPLEMENTATION OF THE FIFTH NATIONAL DEVELOPMENT PLAN (NDP5)**

3.1 **Rolling out of the Public Sector Monitoring and Evaluation Framework and Manual**

During the financial year under review, NPC supported the Ministry of Urban and Rural Development to develop Monitoring and Evaluation Plans to enable them to effectively monitor and evaluate programme implementation. In addition, NPC also participated in the formulation and review of annual plans for O/M/As across government providing technical assistance. In the process of preparing for the compilation of the NDP5 Annual Progress report, continuous M&E support was provided to O/M/As and this include; updating of reporting tools and building capacity of Focal persons.

3.2 **Namibia’s Competitiveness Report**

National Planning Commission, as per Cabinet Directive, compiled the Competitiveness Report for Namibia outlining progress in the implementation of measures to improve the country’s competitiveness. According to the Global Competitiveness Report of 2018, Namibia is the 6th most competitive economy in sub-Saharan Africa behind Mauritius (49), South Africa (67), Seychelles (74), Botswana (90) and Kenya (93). Except for Seychelles that moved up 10 places compared to 2017, other countries just like Namibia also lost ground in competitiveness: South Africa (-5) and Botswana (-5). The report further stated that Namibia is the 10th most competitive country on the African continent.

Namibia ranked best in the pillar ‘labour market’ (39), followed ‘financial system’ (47) and ‘institutions’ (51). The country is lagging behind in terms of ‘business dynamics’ and ‘market size’ (both 121), health (117) and ‘ICT adoption’ (105). Namibia’s good ranking in the ‘labour market’ pillar is supported by the labour tax rate (rank 8), redundancy costs (rank 29) and workers’ rights (rank 32), while insurance premiums as percent of GDP (rank 13) and non-performing loans (rank 19) and support the positive ranking of the country’s financial system.

Namibia performed well in the pillar ‘institutions’ regarding the efficiency of the legal framework and press freedom (both rank 24), budget transparency and judicial independence (both rank 27) as well as property rights (rank 31), while the homicide rate (rank 128), e-participation (116) and quality of land administration (110), are dragging the ranking down.

Namibia ranked low in terms of life expectancy (rank 116), time to start a business (135), quality of research institutions (111), insolvency regulatory framework (110), as well as in indicators related to internet uses (between 101 and 103).

3.3 **NDP 2018/2019 Annual Progress Report**

The National Planning Commission prepared the NDP 2018/2019 Annual Progress report outlining the performance of the Focus Areas towards the achievement of the targets set in NDP5. The report showed mixed results as most of the set targets at different levels were not met due to numerous reasons ranging from the persistent global economic downturn to drought at domestic level amongst others. The progress towards the set targets across the four NDP5 goals is outlined below:
GOAL 1: INCLUSIVE, SUSTAINABLE AND EQUITABLE ECONOMIC GROWTH

Table 1: Goal 1 Indicator and Targets

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>2018/19 Target</th>
<th>2018/19 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real GDP growth rate</td>
<td>0.6% (2016)</td>
<td>4.3%</td>
<td>-0.1%</td>
</tr>
<tr>
<td>Unemployment rate</td>
<td>34% (2016)</td>
<td>28.1%</td>
<td>33.4%</td>
</tr>
<tr>
<td>Headcount poverty rate (poor)</td>
<td>18% (2015/2016)</td>
<td>15.0%</td>
<td>17.4%</td>
</tr>
<tr>
<td>Headcount poverty rate (Extreme poor)</td>
<td>11% (2015/2016)</td>
<td>8.0%</td>
<td>10.7%</td>
</tr>
<tr>
<td>Gini Coefficient</td>
<td>0.57 (2015/2016)</td>
<td>0.532</td>
<td>0.56</td>
</tr>
</tbody>
</table>


As can be observed from the table, all annual targets were not met, though progress was achieved on some indicators as compared to the baseline figures, specifically on poverty and Gini Coefficient. The registered progress can be attributed to the strengthening of the implementation of the social safety net policies such as incremental adjustment of social grants and other social protection programmes.

GOAL 2: BUILD CAPABLE AND HEALTHY HUMAN RESOURCES

Table 2: Goal 2 Indicator and Targets

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>2018/19 Target</th>
<th>2018/19 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Development Index (HDI)</td>
<td>0.640 (2015)</td>
<td>0.660</td>
<td>0.647</td>
</tr>
</tbody>
</table>

Source: http://hdr.undp.org/en/content/human-development-index-hdi

The HDI assesses progress in three basic dimensions of human development: a long and healthy life, access to knowledge and a decent standard of living. The country’s HDI score target of 0.660 was not met as the outturn was 0.647. The current HDI value of 0.647 puts the country in the medium human development category, positioning it at 129 out of 189 countries and territories.

GOAL 3: ENSURE SUSTAINABLE ENVIRONMENT AND ENHANCE RESILIENCE

Table 3: Goal 3 Indicator and Targets

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>2018/19 Target</th>
<th>2018/19 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>World Environmental Performance Index</td>
<td>43.7 (2014)</td>
<td>50.2</td>
<td>58.46</td>
</tr>
</tbody>
</table>

Source: https://epi.envirocenter.yale.edu

According to the 2018 Environmental Performance Index (EPI), Namibia’s score improved from the baseline of 43.7 in 2014 to 58.46 in 2018 and it is ranked 79 out of 180 countries. The country fared well in comparison to other Southern African countries; Botswana scored 51.70 (ranked 113), South Africa scored 44.73 (ranked 142) and Zambia scored 50.97 (ranked 117).

GOAL 4: PROMOTE GOOD GOVERNANCE THROUGH EFFECTIVE INSTITUTIONS

Table 4: Goal 4 Indicator and Targets

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>2018/19 Target</th>
<th>2018/19 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ibrahim Index of African Governance</td>
<td>70.4 (2015)</td>
<td>74</td>
<td>68.6</td>
</tr>
</tbody>
</table>

Source: http://iiag.online/
During the period under review, Namibia’s score on the IIAG slightly decreased from the baseline of 70.4 in 2015 to 68.6 in 2017 which is below the annual target of 74. However, the country moved one rank up, securing 4th rank in 2017 as compared to 5th rank in 2016 behind Mauritius (rank 1, score 79.5), Seychelles rank 2, score 73.2), Cape Verde (rank 3, score 71.1). The score for Namibia is higher than average score for Africa of 49.9 and for southern Africa which is 57.1.

3.4 Challenges for NDP5 Implementation

- Insufficient resources for developmental programmes
- Lack of capacity for monitoring and evaluation hampered effective execution of the function to effectively influence programme implementation.
- Ineffective coordination among stakeholders resulted in compiled reports not being comprehensive.

3.5 Recommendations

- Given the limited resources, sectors should re-prioritise on critical projects for implementation during a particular financial year.
- There is a need to strengthen collaboration and cooperation among all stakeholders across all Focus Areas, to streamline activities and ensure the pooling up of all available resources as well strengthening of effective implementation.
- Entities with oversight roles should collaborate to strengthen the execution of monitoring and evaluation to improve efficiency and effectiveness.
- There is a need to undertake diagnostic studies on specific interventions to ensure evidence based policy making and implementation.

4. POLICY COORDINATION

4.1 Review of Government socio-economic policies

In line with its mandate of evaluating Government Socio-economic policies to establish their effectiveness, the Decentralization Policy of 1997 has been assessed and a Draft Policy Assessment Report on its implementation has been produced. The review was necessitated after realisation that the implementation of the Decentralization Policy is moving at a slow pace since its enacted 21 years ago. The Decentralization Policy was therefore analysed and evaluated for its ability to guarantee participatory democracy, safeguard sustainable development, transfer power to RCs and LAs and improve their capacity to plan, implement and monitor delivery of services.

The review of the decentralization policy established that the policy has enhanced and guaranteed participatory democracy, since some functions were delegated to Regional Councils by Line Ministries, some powers have been transferred to the Regional Councils and Local Authorities to govern their own affairs and their capacity has been continuously enhanced to ensure effective service delivery for their regions.

In spite of some achievements of the policy, the review established that there is a slow pace of decentralization as most Line Ministries have not yet delegated and handed over their functions to Regional councils, lack of intersectoral planning and coordination between Line Ministries and all other implementing institutions and limited resources (assets, human and finances). The Assessment Report has presented recommendations that should be employed in order to improve the implementation capacity of the policy.
4.2 Coordination of Government socio-economic policies

NPC is mandated to coordinate the development of socio-economic policies and to evaluate socio-economic policies to establish their effectiveness. During the financial year 2018/19, NPC has provided advisory services during the development and revision of the policies. This is to ensure that all relevant stakeholders are invited and engaged and that the Guidelines for the Structure of a Public Policy Document is followed and that every policy that is being developed or revised has an Implementation Action Plan (IAP) that serves as a tool to guide the implementation of policies. In addition, quarterly reports on the policies coordinated have been produced. Stakeholder consultations/Training to strengthen policy coordination was also undertaken both OMAs and regions.

4.3 Policies coordinated during 2018/19

During the period under review the following policies were coordinated by the National Planning Commission:

4.3.1 Development of Namibian School Feeding Policy

The policy has been developed to provide a framework for improving equitable access, learning and quality education for all children in Namibia. It provides guidance for addressing short-term hunger among school going children and emphasizes the role of school feeding as a social safety nets particularly for food insecure households. The policy further provides guidance for improved health and nutrition of learners through the provision of a diversified nutritious diet which contributes to improved school attendance, participation and completion. It further provides linkages between school feeding programme and locally produced foods supporting not only beneficiary children but also the development of markets and the livelihoods of smallholder producers/farmers. This policy has been approved by Cabinet.

4.3.2 Development of National Broadband policy

The policy is being developed to respond to the need of the framework for a holistic development of broadband in the Republic of Namibia which is universally available and affordable; and which will ensure the transformation of Namibia into digital economy with ICT (as standalone sector and an enabler of other sectors of the economy) becoming the most important sector of the economy by 2030 through its contribution to socio-economic development of the country. The policy is ready for submission to Cabinet for deliberation and approval.

4.3.3 Development of the Occupation Safety and Health Policy

The Policy intends to address the current challenges and gaps identified by the situational analysis, which among others include the fragmented occupational safety and health legal frameworks; uncoordinated occupational safety and health functions at the national level; and the absence of research and training on occupational safety and health. It further intent to address future development of safety and health programs in the country. In addition, the policy has been necessitated by the need to fulfil the Decent Work Country Programme (DWCP) priorities, the need to address the legislative, administrative and technocracy gaps, and the country constitutional obligation to comply with Article 95 of the Namibian constitution that requires adoption of policies in adherence to international conventions and recommendations of International Labour Organisation (ILO). The policy is finalized and will be submitted to Cabinet for deliberations and approval.
4.3.4 Revision of Food and Nutrition Policy of 1995.

The policy is being revised because it is outdated and there is a need to align it to the current emerging developmental and related policies that came about since its implementation in 1995. The Food and Nutrition Policy, 1995 had a limited scope that did not consider the multi-sectoral and holistic approaches that are required to tackle and overcome the underlying and immediate causes of malnutrition. The updated policy therefore puts into perspective the multi-sectoral approach in nutrition programming and the need to strengthen the coordination and information management system. It will also create an enabling environment for nutrition actions and provide an overarching and coordinated framework for various ministries and development partners to strengthen their efforts to defeating all forms of malnutrition. This policy awaits for final validation workshop.

4.3.5 Development of Labour Inspection Policy

The policy is being developed to promote, facilitate, stimulate and monitor compliance with labour legislation by securing the enforcement of the legal provisions relating to conditions of work and the protection of workers while engaged in their work; supplying technical information and advice to employers and workers concerning the most effective means of complying with the legal provisions; and bringing to the notice of the competent authority defects or abuses not specifically covered by existing legal provisions. Furthermore, the policy will provide an enabling environment of fairness, stability, cooperativeness between workers and employers for better productivity, competitiveness, social justice and new direction for the nation’s labour inspection system to enable it to better serve the needs of the nation. This policy awaits for final validation workshop.

4.3.6 Development of Policy on the provision of psychosocial support for veterans of the liberation struggle and their dependents

This policy is a guideline that establishes a methodology and structure to provide a direction upon which the psychosocial services would be provided to the veterans and their dependents, with an aim to reintegrate them back into the society. The absence of a policy had in the past resulted in the psychosocial service being provided in an uncoordinated manner to the detriment of veterans and their dependents. This situation has somewhat undermined the efforts of the Veteran Affairs’ mandate. The policy would therefore guide, by prescribing standards and ethos to be observed by professionals that would be involved in the provision of excellent psychosocial services to veterans and their dependents. The Draft policy is at an advanced stage.

4.3.7 Development of the National Social Protection Policy

The policy has been developed because of the recognition that current social protection programmes have an impact on poverty reduction but there are many Namibians who are not adequately covered and are exposed to risks and vulnerabilities that keep them in poverty. Furthermore, the policy is being developed to contribute to a life of dignity for all by enabling Namibians to address risks and vulnerabilities experienced by: Mothers at childbirth; Children as they grow and learn; Young people seeking skills and employment; Women in need of equal opportunities and better income; Men in their quest for decent income in their working lives; Persons with disability struggling to work or learn; Children and adults with insufficient food; Marginalized people facing extreme poverty, illiteracy and lack of income; Elderly persons facing risks of low income in old age. The policy therefore seeks to harmonise and promote effective coordination and implementation of the various intervention that address different risks and vulnerabilities. The Draft policy is at an advanced stage.
4.3.8 Development of Road Asset management policy

The policy is being developed to improve the management of existing and future road infrastructure in order to deliver maximum benefits to the public and stimulate economic growth. In addition, the policy is being developed to be able to sustainably maintain, improve and grow the road assets in Namibia. It recognizes that for the roads asset to be effective as a catalyst for development, roads provision must be institutionally, economically, financially, socially and environmentally sustainable. Furthermore, the policy focus is to ensure quality of the strategic road network with a view to reduce the cost of delivering the supplying of goods and services, thereby creating an enabling environment for the private sector to grow. The Draft policy is at an advanced stage.

4.3.9 Development of National Public Service Innovation Policy

The policy is being developed to provide a framework for systematic innovation and facilitate public servants to tap new ideas and adopt best practices. The policy will entrench an innovation culture and harness existing potential for service delivery innovation. It will provide a national framework and the foundation for achievement of quality, responsive, cost effective and timely services to citizens. Furthermore, the policy will facilitate the public sector to create an enabling environment where innovative service delivery shall flourish. The draft policy is at an initial stage.

4.3.10 Revision of National Youth Policy, 1992

This policy is being revised to effectively support and encourage young individuals in fulfilling their potential and aspirations while addressing their needs and concerns. Furthermore, the policy aims to effectively support young people as active and responsible citizens who fully participate in and contribute to the social, economic and cultural life of the nation. The draft policy is at an initial stage.

5. DEVELOPMENT COOPERATION

One of the functions of the NPC as per its Act No. 2 of 2013 is to “Mobilize, manage and coordinate international development cooperation.” This entails advancing Namibia’s socio-economic priorities in line with her National Development Plans to augment government efforts and aspiration towards Namibia’s industrialization to improve the well-being of her people. The support provided by Development Partners is called the Official Development Assistance (ODA) provided in the form of financial and technical assistance for development goals that encapsulate national priorities for which Namibia lacks sufficient financing and technical expertise from both public and private sector. It is essential for the implementation of the nation’s development agenda in order to contribute towards the achievement of Vision 2030, the Sustainable Development Goals (SDGS) and other Internationally Agreed Goals (IAGs).

NPC is guided by Vision 2030, including the Accra Agenda for Action and the Paris Declaration on Aid Effectiveness and aspires to engage all its partners around the principles of mutual accountability, alignment, and local ownership. During the past and current years, most of the external assistance in the form of grants and soft loans (mostly with short term maturity) has been decreasing due to her Upper Middle Income Status as economically classified by the World Bank. Below are some major engagements on the Development Cooperation during the Financial Year 2018/19.

5.1 Cooperation with Roger Federer Foundation

The Memorandum of Understanding (MoU) on School Readiness Programme between the Government
of Namibia and Roger Federal Foundation (RFF), a charitable Swiss grant-making organization which aims to promote the conditions of children living in poverty in Southern Africa and Switzerland lead to the grant support to Namibia totaling N$90 million for the duration of 7 years (2018-2025). The support is mainly to give poor and vulnerable Namibian young learners a good entry into formal education.

5.2 Cooperation with France

Namibian Government signed a grant agreement to an amount of N$5.2 million with Agence francaise de Development (AFD), a French Development Agency. The agreement is to support the Public Private Partnerships (PPP) Framework in Namibia.

5.3 Cooperation with the United States of America (USA)

As part of the ongoing cooperation between the two governments, consultations with the USA Government led to the signing of an amendment to the 2007 bilateral grant agreement of N$366 million to the U.S. President’s Emergency Plan for AIDS Relief (PEPFAR). This support is to fund activities under the PEPFAR Country Operational Plan by the Ministry of Health and Social Services in combating HIV/AIDS in Namibia.

5.4 Cooperation with the People’s Republic of China

Consultations with the Chinese Government led to the signing of MoU on the Silk Road Economic Belt and the 21st Century Maritime Silk Road Initiative. The aim is to promote exchanges of goods, technology, capital and personnel through mutual connectivity and mutual learning with countries that share such willingness to jointly building the Belt and Road through promoting coordinated development and common progress in economy, society, environment and cultural aspects, encouraging dialogues and integration among different civilizations as well as promoting to build a community of a shared future for mankind.

Grant support was provided for the following projects:

a) N$370 million for the construction of the Satellite Data receiving Ground Station and Systems Development Project;

b) N$185 million for the construction of rural schools in Zambezi and Kavango West Regions;

c) N$216 million for the construction of the Youth Training Centre Phase 2 in Otjozondjupa Region, which started in October 2017 and is expected to be completed in August 2019; and

d) N$72 million plus additional N$60 million Interest Free Loan for the social housing project to construct 400 houses with one to three bedrooms in Gobabis and Grootfontein.

5.5 Cooperation with the Federal Republic of Germany

The bilateral cooperation between the Government of the Republic of Namibia and the Government of the Federal Republic of Germany is mainly in the focus areas of Natural Resources Management, Road Transport and Logistics and Sustainable Economic Development. Energy, Climate and Environment, Water and SDG Initiative, fall outside the focus areas. Germany supported the following projects:

a) N$144 million for the Promotion of Vocational Education and Training (ProVet) part of the money will be used for construction of the vocational centre and equipment in Gobabis;

b) N$144 million for the Promotion of Business Advisory and Transformational Services (PBATS);

c) N$32 million for the support to management of State-owned Enterprises (Automated integrated performance monitoring system);
d) N$160 million was allocated to the Programme for Communal Land Development (PCLD) VI in Ohangwena, Kavango East and West Regions;

e) N$160 million for Integration Wildlife Protection Management in the Zambezi Region and Kavango regions, to support anti-poaching through construction of staff houses and camps;

f) N$160 million for Bush Control and Biomass Utilization in Otjozondjupa and Oshikoto Regions;

g) N$320 million loan for GET FIT Namibia Programme to support bush to energy programme in the Otjozondjupa region (Grootfontein, Otavi and Tsumeb triangle); and

h) N$48 million for the Sustainable Development Goals Initiative at national.

5.6 Cooperation with Japan

The Master Plan for Development of an International Logistics Hub for SADC Countries in the Republic of Namibia has been developed with the assistance of the GOJ. Technical Cooperation (TC) to facilitate the implementation of the Namibia Logistics Hub Project through the establishment of the “National Coordinating Unit” and “Working Groups” was signed between the GRN and GOJ for the duration of three years from March 2016 to February 2019. In the year 2018, the Japanese Government spent N$7.1 million on technical assistance in respect of the implementation of International Logistic Hub Master Plan.

5.7 European Union (EU)

The European Union under the eleventh European Development Fund (EDF11), which runs for a period of five years up to 2020 provides support to Education Sector Reform Programme, Vocational Education and Training, Livestock Sector in the Northern Communal Areas (NCAs) of Namibia and Enhancing Participatory Democracy in Namibia. The following activities were undertaken:

a) N$167 million was provided to the Education Sector Reform programme through inside state revenue. This is the support to the Ministry of Education, Arts and Culture and also the Ministry of Gender Equality and Child Welfare in collaboration with UNICEF to contribute to a well-educated and skilled society in Namibia, able to play an active role in the social and economic development of the country by improving cognitive, linguistic, social and emotional development of all children entering primary education.

b) The Financing Agreement amounting to N$67 Million was signed in November 2018 for strengthening the capacity of the National Authorising Officer/National Planning Commission (NAO/NPC) officers to undertake the tasks associated with programme implementation, monitoring and evaluation. NAO is the entity co-signing and overseeing the coordination and implementation of EU supported programmes in Namibia.

5.8 United Nations (UN)

a) The Government of the Republic of Namibia presented her first Voluntary National Reviews (VNRs) on the implementation of the Sustainable Development Goals (SDGs) at national level. The report was shared at the High-Level Political Forum of the United Nations Economic and Social Council (the ECOSOC) in July 2018 and was highly received with countries indicating interest to emulate how Namibia is applying the inclusivity concept.

b) Namibia and the United Nations (UN) system had been cooperating through a Joint Strategic Framework called the United Nations Partnership Framework (UNPAF). The UNPAF describes a collective response of the UN system to priority national development challenges
and provides a system wide overview of the UN System engagement and functions in Namibia. The support is mainly to the areas of Improving the institutional environment, including improved governance and monitoring and evaluation; Education and skills development; Health and Poverty Reduction programmes. The first UNPAF was implemented between 2014 and 2018, while the second UNPAF (2019-2023) was signed in April 2018. An amount of N$208.3 million was disbursed to projects under the indicated areas during the period under review.
Table 1: Summary of Development Partners’ Programme/Project

<table>
<thead>
<tr>
<th>Name of Development Partner (DP)</th>
<th>Programme/project</th>
<th>Allocation in Millions</th>
<th>Sector/institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Germany</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Germany</td>
<td>Programme for Communal Land Development (PCLD) VI</td>
<td>160</td>
<td>Tourism</td>
</tr>
<tr>
<td></td>
<td>Integration Wildlife Protection Management</td>
<td>160</td>
<td>Tourism</td>
</tr>
<tr>
<td></td>
<td>Bush Control and Biomass Utilization</td>
<td>160</td>
<td>Agriculture &amp; Energy</td>
</tr>
<tr>
<td></td>
<td>Promotion of Vocational Education and Training (ProVet)</td>
<td>370</td>
<td>Education</td>
</tr>
<tr>
<td></td>
<td>Promotion of Business Advisory and Transformational Services (PBATS)</td>
<td>216</td>
<td>Trade</td>
</tr>
<tr>
<td></td>
<td>Support to management of state-owned enterprises</td>
<td>32</td>
<td>SOE</td>
</tr>
<tr>
<td></td>
<td>GET FIT Namibia Programme to support bush to energy programme</td>
<td>320</td>
<td>Energy</td>
</tr>
<tr>
<td></td>
<td>SDG Initiative Namibia</td>
<td>48</td>
<td>NPC, MoF &amp; NSA</td>
</tr>
<tr>
<td><strong>China</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>China</td>
<td>Construction of rural schools</td>
<td>185</td>
<td>Education</td>
</tr>
<tr>
<td></td>
<td>construction of the Satellite Data receiving Ground Station and Systems Development Project</td>
<td>370</td>
<td>Education</td>
</tr>
<tr>
<td></td>
<td>National Youth Services Construction Phase 2</td>
<td>216</td>
<td>Education</td>
</tr>
<tr>
<td></td>
<td>Social housing project to construct 400 houses with one to three bedrooms in Gobabis and Grootfontein.</td>
<td>132</td>
<td>Housing</td>
</tr>
<tr>
<td><strong>Japan</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Japan</td>
<td>TA support for the implementation of the International Logistic Hub Master Plan</td>
<td>7.1</td>
<td>Transport</td>
</tr>
<tr>
<td><strong>USA</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USA</td>
<td>Health and HIV/AIDS in Namibia</td>
<td>366</td>
<td>Health</td>
</tr>
<tr>
<td><strong>France</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agence francaise de Development (AFD)</td>
<td>Support to the Public Private Partnerships (PPP) Framework in Namibia.</td>
<td>5.2</td>
<td>Finance</td>
</tr>
<tr>
<td><strong>Roger Federer Foundation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>School Readiness Programme</td>
<td>Support to Education Sector Reform programme</td>
<td>90</td>
<td>Education</td>
</tr>
<tr>
<td><strong>Europen Union</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support programme for the National Authorising Officer/National Planning Commission (NAO/NPC)</td>
<td>67</td>
<td>Capacity building</td>
<td></td>
</tr>
<tr>
<td><strong>United Nations (UNPAF)</strong></td>
<td>Institutional environment, including improved governance and monitoring and evaluation</td>
<td>60.6</td>
<td>OPM</td>
</tr>
<tr>
<td></td>
<td>Education and skills development</td>
<td>16.3</td>
<td>Education</td>
</tr>
<tr>
<td></td>
<td>health systems strengthening</td>
<td>60.7</td>
<td>Health</td>
</tr>
<tr>
<td></td>
<td>Poverty Reduction</td>
<td>70.7</td>
<td>Poverty</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>3,279.6</td>
<td></td>
</tr>
</tbody>
</table>
6. SUPPORT SERVICES

6.1 Budget Allocation

During the year under review, NPC was allocated with an amount of N$160,395,000.00 to carry out its operational activities, of which N$94,145,000.00 was for subsidy to Namibia Statistics Agency (NSA). An amount of N$158,948,290.18 which represents 99%, was spent. NPC has managed its finances in accordance with the State Finance Act, 1991 (Act 31 of 1991) and received a clean audit opinion for the year 2017/18 financial year.

Table 1: Financial performance: Expenditure by Standard Items

<table>
<thead>
<tr>
<th>Subdivision</th>
<th>Annual Appropriation</th>
<th>YTD Expenditure</th>
<th>Variance</th>
<th>Execution rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel expenditure</td>
<td>55,478,885.00</td>
<td>52,775,139.00</td>
<td>2,703,746.00</td>
<td>95%</td>
</tr>
<tr>
<td>Goods and Other Services</td>
<td>125,279,702.00</td>
<td>119,007,455.00</td>
<td>6,272,247.00</td>
<td>95%</td>
</tr>
<tr>
<td>Subsidies and Other Current Transfers</td>
<td>106,074,000.00</td>
<td>106,074,000.00</td>
<td>0.00</td>
<td>100%</td>
</tr>
<tr>
<td>Acquisition of capital assets</td>
<td>112,500.00</td>
<td>112,500.00</td>
<td>0.00</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total Operational</strong></td>
<td>4,337,709.00</td>
<td>4,337,705.00</td>
<td>4.00</td>
<td>99%</td>
</tr>
</tbody>
</table>

6.2 Human Resources

The approved staff establishment has one hundred and forty-two (142) permanent positions and three (3) positions additional to the establishment, of which one hundred and eleven (111) permanent positions and two (2) of the additional positions are filled. During the year under review, five (5) staff members (three (3) males, two (2) females) resigned, one (1) staff member was transferred to another institution one (1) staff member retired, and one (1) staff member was transferred from another institution to the Agency.

6.3 Auxiliary Services

The Agency continues to implement the Public Procurement Act, Act 15 of 2015 accordingly. The annual procurement plan for 2018/19 was prepared, approved and uploaded on the Agency’s website, and Quarterly Reports on the implementation of the Annual Plan have been submitted to the Procurement Policy Unit in terms of the Public Procurement Act, 2015 (Act No. 15 of 2015). The annual stock taking was also conducted.

6.4 Information Technology (IT)

The IT division is committed to creating a conducive environment as well as providing computing, telecommunications, networking infrastructure and application support to Directorates and Departments programmes and services aimed at achieving the institutional mandate. To this end, the IT staff researches and implements cost effective solutions that enhances the NPC’s ability to provide a quality services to its stakeholders in addition to giving NPC users a means to operate successfully. The IT division complements and supplements other departments/divisions in various ways, including the following, among others:
• IT provides proper and high-speed communication between employees, suppliers and customers through multiple channels such as internet emails, video conferencing, collaboration software, and social media.

• Plans, operates and supports an organization’s IT infrastructure, enabling users to make the most effective use of IT resources and carry out their roles efficiently, effectively, productively and securely.

• Provide Data & Information security management tools and other security measures to protect the IT infrastructure and sensitive corporate data against attacks from viruses, cybercriminals and a host of other security threats.

• Deploy and operate Internet Protocol networks and advanced communication tools to meet the organizational needs; and develop solutions to grant secure access to the corporate network to customers and other necessary outside parties.

SECTION 2: SUMMARY OF SOCIO-ECONOMIC DEVELOPMENTS 2017/18

This report briefly summarises socio-economic developments for 2017 and 2018 by looking at the global, regional and domestic economies. It is comprised of two sections, section one covers economic performance while section two covers social developments. Different regions and countries recorded mixed results in terms of economic growth. Globally, economic growth was recorded at 3.8 and 3.6 per cent in 2017 and 2018, respectively. Going forward, it is projected at 3.3 and 3.6 per cent in 2019 and 2020, correspondingly.

Table 1: GDP growth rates (%) by country groups

<table>
<thead>
<tr>
<th>Country Group Name</th>
<th>Actual</th>
<th>Projections</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2017</td>
<td>2018</td>
</tr>
<tr>
<td>World</td>
<td>3.8</td>
<td>3.6</td>
</tr>
<tr>
<td>Advanced economies</td>
<td>2.4</td>
<td>2.2</td>
</tr>
<tr>
<td>Euro area</td>
<td>2.4</td>
<td>1.8</td>
</tr>
<tr>
<td>Emerging market and developing economies</td>
<td>4.8</td>
<td>4.5</td>
</tr>
<tr>
<td>Sub-Saharan Africa</td>
<td>2.9</td>
<td>3.0</td>
</tr>
</tbody>
</table>

Data source: IMF World Economic Outlook Database, April 2019

Regionally, sub-Saharan African (SSA) recorded about 3.0 per cent growth in 2017 and 2018 ascribed to two of the region’s largest economies (Nigeria and South Africa) which recorded positive growth. This is notwithstanding the fact that the third largest economy, Angola, registered declines in 2017 and 2018. Going forward, SSA is projected to accelerate to 3.5 and 3.7 per cent in 2019 and 2020, respectively.

Table 2: Growth rates (%) in selected sub-Saharan African economies

<table>
<thead>
<tr>
<th>Country</th>
<th>Actual</th>
<th>Projections</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2017</td>
<td>2018</td>
</tr>
<tr>
<td>Sub-Saharan Africa</td>
<td>2.9</td>
<td>3.0</td>
</tr>
<tr>
<td>Angola</td>
<td>-0.2</td>
<td>-1.7</td>
</tr>
<tr>
<td>Botswana</td>
<td>2.9</td>
<td>4.6</td>
</tr>
<tr>
<td>Eswatini</td>
<td>1.9</td>
<td>0.2</td>
</tr>
<tr>
<td>Leshoto</td>
<td>-1.6</td>
<td>1.5</td>
</tr>
<tr>
<td>Namibia</td>
<td>-0.9</td>
<td>-0.1</td>
</tr>
<tr>
<td>Nigeria</td>
<td>0.8</td>
<td>1.9</td>
</tr>
<tr>
<td>South Africa</td>
<td>1.4</td>
<td>0.8</td>
</tr>
</tbody>
</table>

Data source: IMF World Economic Outlook Database, April 2019 * 2017-2018 (NSA) Preliminary Annual National Accounts 2018

Domestically, the Namibian economy remained in negative growth trajectory in 2017 and 2018 owing significant declines in construction, wholesale & retail trade, transport and communication sectors, among others. This is despite the mining sector having posted strong growth in 2017 and 2018.

In view of the external sector, total exports grew faster than imports during 2017 and 2018, thereby leading to a reduction in the trade deficit. Moreover, Namibia realised an increase in international reserves, albeit slightly, credited to SACU receipts and second tranche of the Africa Development Bank (AfDB) loan. The consequential import cover herein translates to 4.4 and 4.5 months in 2017 and 2018 respectively, clearly above the 3-month international benchmark.

In terms of fiscal developments, between 2017/18 and 2018/19, revenue-to-GDP remained at 32.0
and 30.2 per cent, respectively. Expenditure-to-GDP, on the other hand, is estimated at 36.8 and 34.2 per cent, correspondingly, thereby indicative that it has been contained below the 40.0 per cent national threshold. Similarly, budget deficit-to-GDP, recorded at 4.8 and 4.4 per cent in 2017/18 and 2018/19, respectively, has been confined within the national cap of 5.0 per cent. However, the same cannot be said in view of Debt-to-GDP ratio which is reported at 40.6 and 46.3 per cent, evidently above the national threshold of 35.0 per cent.

Table 3: Fiscal developments (N$ Millions) 2017/18 – 2018/19

<table>
<thead>
<tr>
<th>Component</th>
<th>2017/18</th>
<th>2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>GDP</td>
<td>183,488</td>
<td>187,896</td>
</tr>
<tr>
<td>Total Revenue &amp; Grants</td>
<td>58,659</td>
<td>56,704</td>
</tr>
<tr>
<td>As % of GDP</td>
<td>32.0</td>
<td>30.2</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>67,523</td>
<td>56,018</td>
</tr>
<tr>
<td>As % of GDP</td>
<td>36.8</td>
<td>34.2</td>
</tr>
<tr>
<td>Budget Balance</td>
<td>-8,864</td>
<td>-8,313</td>
</tr>
<tr>
<td>As % of GDP</td>
<td>-4.8</td>
<td>-4.4</td>
</tr>
<tr>
<td>Total Debt</td>
<td>74,468</td>
<td>87,050</td>
</tr>
<tr>
<td>As % of GDP</td>
<td>40.6</td>
<td>46.3</td>
</tr>
</tbody>
</table>

Source: MoF Fiscal Strategy for the MTEF 2019/20 – 2021/22

On the social developments front, unemployment rate reduced, albeit marginally, from 34.0 to 33.4 per cent between 2016 and 2018, however, it remains stubbornly high. The youth and women, whose unemployment increased from 43.4 to 46.1 per cent and 38.3 and 34.3 per cent, respectively, are the hardest hit.

Table 4: Selected labour force indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2016</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour force</td>
<td>1,026,268</td>
<td>1,090,153</td>
</tr>
<tr>
<td>Employed</td>
<td>676,885</td>
<td>725,742</td>
</tr>
<tr>
<td>Unemployed</td>
<td>349,383</td>
<td>364,411</td>
</tr>
<tr>
<td>Unemployment rate (%)</td>
<td>34.0</td>
<td>33.4</td>
</tr>
<tr>
<td>Male unemployment rate (%)</td>
<td>29.8</td>
<td>32.5</td>
</tr>
<tr>
<td>Female unemployment rate (%)</td>
<td>38.3</td>
<td>34.3</td>
</tr>
<tr>
<td>Youth unemployment rate (%)</td>
<td>43.4</td>
<td>46.1</td>
</tr>
</tbody>
</table>

Source: NSA Namibia Labour Force 2018

Poverty on the other hand, has reduced significantly from 28.8 to 17.4 per cent between 2009/10 and 2015/16 attributable to a robust social safety nets programme and government’s high spending on social sectors, among others.

Table 5: Incidences of poverty, poverty reduction and economic growth

<table>
<thead>
<tr>
<th>Years</th>
<th>Poverty incidence %</th>
<th>Poverty Reduction %</th>
<th>Economic growth rate %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Poor</td>
<td>Severely poor</td>
<td>Poor</td>
</tr>
<tr>
<td>2003/04</td>
<td>37.5</td>
<td>21.8</td>
<td></td>
</tr>
<tr>
<td>2009/10</td>
<td>28.8</td>
<td>15.4</td>
<td>-8.7</td>
</tr>
<tr>
<td>2015/16</td>
<td>17.4</td>
<td>10.7</td>
<td>-11.4</td>
</tr>
</tbody>
</table>

Source: NSA-NHIES 2015/16 and Annual National Accounts 2017

Namibia’s high income inequality as measured by the Gini-coefficient, Quintile and Palma ratios is
evident when compared to peers within the Southern African Development Community (SADC). The Gini-coefficient is the most commonly used measure of income inequality, which varies between 0 (reflecting complete equality) and 1 (indicating complete inequality, where one person has all the income or consumption, all others have none) (World Bank).

The quintile ratio measure of income inequality is simply the ratio of the average income of the richest 20 per cent of the population to the average income of the poorest 20 per cent of the population (UN).

In addition to the widely used Gini-coefficient, the other measure of income inequality which has become prominent in recent years is the Palma Ratio which is simply the ratio of national income shares of the top 10.0 per cent of households to the bottom 40.0 per cent.

During the period under review, Namibia’s income inequality as reflected by these measures can be briefly summarised as follows:

- Namibia managed to reduce income inequality, albeit marginally, from 0.58 to 0.56 between 2009/10 and 2015/16 which places the country in the category of countries with the highest income inequalities in the world.

- Between 2010 and 2015, Namibia’s Quintile ratio stood at 20.3 which literally imply that the average income of the richest 20.0 per cent is 20.3 times more than that of the poorest 20.0 per cent.

- Similarly, the Palma ratio of 20.3 indicates that the richest 10.0 per cent is taking 5.8 times the income of the bottom (poorest) 40.0 per cent. South Africa (7.1), Namibia (5.8) and Botswana (5.8), respectively, recorded the highest Palma ratios between 2010 and 2015 within SADC.

Table 6: Income Inequality in SADC Countries

<table>
<thead>
<tr>
<th>Country</th>
<th>Quintile ratio</th>
<th>Palma ratio</th>
<th>Gini coefficient (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seychelles</td>
<td>9.8</td>
<td>2.6</td>
<td>46.8</td>
</tr>
<tr>
<td>Mauritius</td>
<td>5.9</td>
<td>1.5</td>
<td>35.8</td>
</tr>
<tr>
<td>Botswana</td>
<td>22.9</td>
<td>5.8</td>
<td>60.5</td>
</tr>
<tr>
<td>South Africa</td>
<td>27.9</td>
<td>7.1</td>
<td>63.4</td>
</tr>
<tr>
<td>Namibia*</td>
<td>20.3</td>
<td>5.8</td>
<td>57.0</td>
</tr>
<tr>
<td>Zambia</td>
<td>16.0</td>
<td>4.3</td>
<td>55.6</td>
</tr>
<tr>
<td>Eswatini</td>
<td>14.2</td>
<td>3.5</td>
<td>51.5</td>
</tr>
<tr>
<td>Angola</td>
<td>8.9</td>
<td>2.2</td>
<td>42.7</td>
</tr>
<tr>
<td>Tanzania (United Republic of)</td>
<td>6.2</td>
<td>1.7</td>
<td>37.8</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>8.5</td>
<td>2.2</td>
<td>43.2</td>
</tr>
<tr>
<td>Madagascar</td>
<td>8.6</td>
<td>2.1</td>
<td>42.7</td>
</tr>
<tr>
<td>Comoros</td>
<td>..</td>
<td>..</td>
<td>..</td>
</tr>
<tr>
<td>Lesotho</td>
<td>20.5</td>
<td>4.3</td>
<td>54.2</td>
</tr>
<tr>
<td>Malawi</td>
<td>9.6</td>
<td>2.6</td>
<td>46.1</td>
</tr>
<tr>
<td>Congo (Democratic Republic of)</td>
<td>8.7</td>
<td>2.1</td>
<td>42.1</td>
</tr>
<tr>
<td>Mozambique</td>
<td>9.9</td>
<td>2.5</td>
<td>45.6</td>
</tr>
</tbody>
</table>

Source: hdr.undp.org/sites/.../tables_1-15_6a_dashboard1_dashboard2_online_version.xlsx

*Namibia: Gini-coefficient – NHIES data (NSA)
In view of the human developments especially as captured by the Human Development Index (HDI), generally, significant progress has been made at the global, regional and national levels during the review period.

Table 7: Human Development Index (HDI)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-Saharan Africa</td>
<td>0.526</td>
<td>0.531</td>
<td>0.534</td>
<td>0.537</td>
<td>–</td>
<td></td>
</tr>
<tr>
<td>Global</td>
<td>0.718</td>
<td>0.722</td>
<td>0.726</td>
<td>0.728</td>
<td>–</td>
<td></td>
</tr>
</tbody>
</table>

HDI for SADC Countries

<table>
<thead>
<tr>
<th>Country</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>IHDI value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angola</td>
<td>0.554</td>
<td>0.564</td>
<td>0.572</td>
<td>0.577</td>
<td>0.581</td>
<td>147</td>
</tr>
<tr>
<td>Botswana</td>
<td>0.693</td>
<td>0.701</td>
<td>0.706</td>
<td>0.712</td>
<td>0.717</td>
<td>101</td>
</tr>
<tr>
<td>Comoros</td>
<td>0.499</td>
<td>0.501</td>
<td>0.502</td>
<td>0.502</td>
<td>0.503</td>
<td>165</td>
</tr>
<tr>
<td>Congo (Democratic Republic of the)</td>
<td>0.426</td>
<td>0.436</td>
<td>0.444</td>
<td>0.452</td>
<td>0.457</td>
<td>176</td>
</tr>
<tr>
<td>Eswatini (Kingdom of)</td>
<td>0.572</td>
<td>0.58</td>
<td>0.584</td>
<td>0.586</td>
<td>0.588</td>
<td>144</td>
</tr>
<tr>
<td>Lesotho</td>
<td>0.505</td>
<td>0.509</td>
<td>0.511</td>
<td>0.516</td>
<td>0.520</td>
<td>159</td>
</tr>
<tr>
<td>Madagascar</td>
<td>0.509</td>
<td>0.512</td>
<td>0.514</td>
<td>0.517</td>
<td>0.519</td>
<td>161</td>
</tr>
<tr>
<td>Malawi</td>
<td>0.461</td>
<td>0.468</td>
<td>0.47</td>
<td>0.474</td>
<td>0.477</td>
<td>171</td>
</tr>
<tr>
<td>Mauritius</td>
<td>0.772</td>
<td>0.782</td>
<td>0.782</td>
<td>0.788</td>
<td>0.790</td>
<td>65</td>
</tr>
<tr>
<td>Mozambique</td>
<td>0.423</td>
<td>0.427</td>
<td>0.432</td>
<td>0.435</td>
<td>0.437</td>
<td>180</td>
</tr>
<tr>
<td>Namibia</td>
<td>0.628</td>
<td>0.636</td>
<td>0.642</td>
<td>0.645</td>
<td>0.647</td>
<td>129</td>
</tr>
<tr>
<td>Seychelles</td>
<td>0.779</td>
<td>0.786</td>
<td>0.791</td>
<td>0.793</td>
<td>0.797</td>
<td>62</td>
</tr>
<tr>
<td>South Africa</td>
<td>0.675</td>
<td>0.685</td>
<td>0.692</td>
<td>0.696</td>
<td>0.699</td>
<td>113</td>
</tr>
<tr>
<td>Tanzania (United Republic of)</td>
<td>0.507</td>
<td>0.515</td>
<td>0.528</td>
<td>0.533</td>
<td>0.538</td>
<td>154</td>
</tr>
<tr>
<td>Zambia</td>
<td>0.574</td>
<td>0.58</td>
<td>0.583</td>
<td>0.586</td>
<td>0.588</td>
<td>144</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>0.516</td>
<td>0.525</td>
<td>0.529</td>
<td>0.532</td>
<td>0.535</td>
<td>156</td>
</tr>
</tbody>
</table>


Against the noted progress in terms of HDI, during 2017, Namibia was ranked among the top 130 countries (in the top 69% group of countries) from 189 countries globally with an HDI value of 0.674 thereby becoming the 5th top ranked country in SADC. However, when the HDI value is discounted for inequality in the distribution of human development (Inequality-adjusted HDI - IHDI), Namibia and South Africa specifically suffered losses of 34.8 and 33.2 per cent, respectively, compared to sub-Saharan African’s 30.8 per cent.

Table 8: IHDI for SACU countries (2017)

<table>
<thead>
<tr>
<th>Country</th>
<th>IHDI value</th>
<th>Overall loss (%)</th>
<th>Human inequality coefficient (%)</th>
<th>Inequality in life expectancy at birth (%)</th>
<th>Inequality in education (%)</th>
<th>Inequality in income (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Botswana</td>
<td>No data</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eswatini</td>
<td>0.414</td>
<td>29.7</td>
<td>29.4</td>
<td>26.2</td>
<td>24.1</td>
<td>37.9</td>
</tr>
<tr>
<td>Lesotho</td>
<td>0.359</td>
<td>31.0</td>
<td>30.5</td>
<td>28.5</td>
<td>21.9</td>
<td>41.1</td>
</tr>
<tr>
<td>Namibia</td>
<td>0.422</td>
<td>34.8</td>
<td>32.9</td>
<td>20.2</td>
<td>25.0</td>
<td>53.6</td>
</tr>
<tr>
<td>South Africa</td>
<td>0.467</td>
<td>33.2</td>
<td>30.3</td>
<td>20.3</td>
<td>14.3</td>
<td>56.4</td>
</tr>
<tr>
<td>SSA</td>
<td>0.372</td>
<td>30.8</td>
<td>30.7</td>
<td>30.8</td>
<td>33.7</td>
<td>27.7</td>
</tr>
</tbody>
</table>

HIGHLIGHTS OF 2018/2019 FINANCIAL YEAR

Vice President’s visit to the National Planning Commission
The National Planning Commission was graced with a special visit by the Vice President of the Republic of Namibia, H.E Dr. Nangolo Mbumba. The purpose of the visit was for the Vice President to familiarise himself with the activities and operations of the NPC being the Central Planning Agency of the Government mandated to spearhead the course of national development.

The Minister of Economic Planning and Director General of the National Planning Commission Hon. Obeth Kandjoze informed the Vice President of the key activities that are implemented by the National Planning Commission as well as outlining the achievements and challenges being experienced by the Agency.

H.E the Vice President expressed his gratitude to the Agency and emphasised the need for NPC to strengthen its capacity and ensure its focus on planning for the economy of the country. He encouraged the staff members of the NPC to always perform their duties with diligence and to the best of their abilities in serving the people of Namibia. He also emphasised the importance of promoting Namibia to potential investors and enhance development cooperation with our Development Partners.

H.E. the Vice President further encouraged the NPC staff members to uphold the Public Service principles and ethics in accordance with the Public Service and institutional charters. Additionally, the Vice President pointed out that staff members should always work together as a team as well as to pull together in the same direction, in the spirit of Harambee.

Figure 1: Vice President of the Republic of Namibia, H.E Dr. Nangolo Mbumba, addressing the staff of the NPC during his visit on 5 November 2018

Highlights of the Minister’s Regional familiarisation visits
The NPC was established to spearhead the course of national development in close collaboration with the Regional Councils whose mandate is to undertake, with due regard to the functions of the NPC, the planning of the development of the region for which it has been established. In this regard, the development budget is the key funding tool targeted to facilitate the implementation of infrastructure development projects including, but not limited to, irrigation projects and provision of productive agricultural land.
Subsequently, the Minister of Economic Planning and Director General of the National Planning Commission (NPC) took office in February 2018 and resolved to undertake Regional Familiarization Visits to acquaint himself with the planning and development of the Regions as part of the Agency’s wider mandate of national economic and development planning.

The familiarization visit was an important learning curve as it awakened NPC to the need to reform the development planning and project implementation approach. The familiarization visit delivered on eighty-seven (87) strategic projects with a value of N$24 billion which were evaluated throughout the thirteen (13) regions. A total of 500 participants including regional leaders, technocrats and community members were engaged in the 13 regional meetings with the exception of Khomas region whose visit was scheduled to be held at a later date.

**Figure 2: Meetings with Regional Governors, Councillors and Technical officials**

**Courtesy call meetings in Ohangwena and //Karas Regions**

**The Deputy Minister in Kavango East and site meeting in Kunene Region**

**Hon Minister and NPC official in Omaheke Stakeholders meeting**
The NPC Commissioners joined the stakeholders meeting in Erongo Region.

Regional Stakeholders meeting in //Karas and Hardap Regions

Figure 3: Waste management is an emerging priority in most local authorities.

Hon. Kandjoze with Hon. Sampofu assessing the Waste Disposal Site at Katima Mulilo.

The Waste Treatment Plants at Tsumeb town cannot cope with the growth while the newly constructed Okongo village plant is planning to connect irrigations farms to boost council revenue.
Highlights of the NPC Commissioner’s visits to Peugeot Assembly Plant and Walvis Bay Port Container Terminal

In view of developing a thorough understanding and appreciation of development planning, NPC Commissioners sought to undertake familiarisation visits to selected sites. During the review period, the NPC Commissioners undertook familiarisation visits to selected sites as captioned below:

Figure 4: Project Site Visit with some of the NPC Commissioners

Site visit at the Peugeot Assembly plant

Commissioners toured the container terminal project at the Walvis Bay Port