



REPUBLIC OF NAMIBIA

**MINISTRY OF HOME AFFAIRS,
IMMIGRATION, SAFETY AND SECURITY**

STRATEGIC PLAN 2025/26-2029/30

**MINISTRY OF HOME AFFAIRS,
IMMIGRATION, SAFETY AND SECURITY**



STRATEGIC PLAN 2025/26-2029/30



TABLE OF CONTENTS

I.	ABBREVIATION	1
II.	DEFINITION OF TERMS	2
IV.	ACKNOWLEDGEMENTS	5
V.	EXECUTIVE SUMMARY	6
1.	INTRODUCTION;	7
1.1	Introduction and background.....	7
1.2	The purpose of this Strategic Plan.....	7
1.3	Major achievements.....	8
1.3.1	Civil Registration, Immigration and Refugee Management.....	8
1.3.2	Effective Policing	9
1.3.3	Effective Corrections.....	9
1.3.4	Infrastructure Development.....	9
1.3.5	Organisational Excellence.....	9
1.4	The linkage to the High-Level Initiatives.....	9
2.	HIGH LEVEL STATEMENTS	11
2.1	The Mandate.....	11
2.2	The Vision.....	11
2.3	The Mission.....	11
2.4	The Motto.....	11
2.5	The Core values.....	11
3.	ENVIRONMENTAL SCANNING	12
3.1	SWOT Analysis.....	12
3.2	PESTLE Analysis.....	12
4.	STRATEGIC ISSUES	13
4.1	Key strategic priorities.....	13
5.	STRATEGIC PILLARS AND STRATEGIC OBJECTIVES	14
5.1	Pillars (redesign from the pictures).....	14
5.1.1	Effective Policing	14
5.1.2	Effective Corrections.....	14
5.1.3	Comprehensive Civil Registration.....	15
5.1.4	Refugee and Asylum Seekers Management.....	15
5.1.5	Migration and Border Control.....	15
5.1.6	Organisational Excellence.....	15
5.2	Strategic Objectives' linked to Pillars and their definition.....	16
6.	LOGICAL FRAME (LOG FRAME)	19
7.	RISK ASSESSMENT	30
8.	CRITICAL SUCCESS FACTOR	32
8.1	Financing of the Strategic Plan.....	32
8.2	Strategic Execution.....	32
8.3	Monitoring, Evaluation and Reporting Mechanism.....	32
9.	APPENDIX	33
9.1	Stakeholders Analysis.....	33

I.ABBREVIATION

AP	:	Annual Plan
APC	:	Armoured Personnel Carrier
CIDir	:	Criminal Investigation Directorate
CPDir	:	Crime Prevention Directorate
DIG Ops	:	Deputy Inspector General for Operations
E-VISA	:	Electronic Visa
FY	:	Financial Year
HAI	:	Home Affairs and Immigration
HRM	:	Human Resource Management
ICT	:	Information Communication Technology
IPIPC	:	Israel Patrick Iyambo Police College
ID	:	Identity Document
IT	:	Information Technology
KPI	:	Key Performance Indicator
LIMS	:	Laboratory Information Management System
M & E	:	Monitoring and Evaluation
MHAISS	:	Ministry of Home Affairs, Immigration, Safety and Security
MIT	:	Ministerial Implementation Team
MTEF	:	Medium Term Expenditure Framework
NAMPOL	:	Namibian Police Force
N-ABIS	:	NamPol Automated Biometric Identification System
NCS	:	Namibian Correctional Service
NDP	:	National Development Plan
NPFSI	:	Namibian Police Forensic Science Institute
NRAB	:	Namibia Refugee Appeal Board
NRC	:	Namibia Refugee Committee
OMAs	:	Offices/Ministries/Agencies
OMS	:	Offender Management System
ORMCS	:	Offender Risk Management Correctional Strategy
OSH	:	Occupational Health and Safety
PA	:	Performance Agreements
PESTEL	:	Political, Economic, Social, Technological and Legal
PMS	:	Performance Management System
PPP	:	Public- Private Partnership
RC	:	Regional Commands
RCs	:	Regional Councillors
RSD	:	Refugee Status Determination
SADC	:	Southern African Development Countries
SDG	:	Sustainable Development Goals
SP	:	Strategic Plan
SWAPO	:	South West African People's Organisation
SWOT	:	Strength, Weakness, Opportunities and Threats
SMART	:	Specific, Measurable, Attainable, Realistic & Time-Bound
TLEDiv	:	Traffic Law Enforcement Directorate
VIP	:	Very Important Person
VIPPD	:	Very Important Persons Protection Directorate

II. DEFINITION OF TERMS

Vision: A statement that defines the long-term aspirations or goals of the organisation, and what it aims to achieve in the future.

Mission: A statement that outlines the purpose and fundamental reason for the organisation's existence, including what it does, who it serves, and how it adds value.

Values: The guiding principles or beliefs that shape the organisation's culture and decision-making processes.
SWOT analysis: An assessment of the organisation's internal strengths and weaknesses, as well as the external opportunities and threats in the market or industry.

Goals/Objectives: The specific, measurable outcomes that the organisation aims to achieve within a set time frame.

Key Performance Indicators (KPIs): The metrics or measures used to track progress towards achieving the organisation's goals and objectives.

Stakeholders: The individuals or groups who are affected by, or have a vested interest in, the organisation's activities and outcomes.

Risk Management: The process of identifying, assessing, and mitigating potential risks and uncertainties that may impact the organisation's ability to achieve its goals.

Budget: The financial plan that outlines the resources required to implement the strategic plan, including revenue, expenses, and investments.

Strategic Plan: is a document used to communicate with the organisation the organisations goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise.

Annual plan: a type of operational plan that outlines clear and specific objectives and goals for a particular program or programs to be achieved within a designated time frame, usually one year.

Strategic Objectives: a specific and measurable goal that an organisation sets for itself to achieve over a longer time horizon, typically spanning several years.

Strategic Pillars are also known as strategic goals and refer to the major focus areas or themes that an organisation prioritizes in order to achieve its strategic objectives.

M&E is a management tool that ensures prudent utilization of the resources, timely implementation of the activities and if there is any diversion or a need to make some strategic changes.

Recidivism: repeat offenders released within a period of three year.

III. FOREWORD BY THE HONOURABLE MINISTER



**HON. LUCIA HUPUMBU, MP
MINISTER**

It gives me great pleasure to present to you the Strategic Plan of the Ministry of Home Affairs, Immigration, Safety and Security. It is my honour as the Honourable Minister to present this thorough roadmap, which sets out our vision, and goals that contribute to the achievement of our country's vision 2030.

The duties of our ministry have grown more varied and complex in the quickly changing world of today. The vital responsibilities of safeguarding the internal security of our country, by upholding law and order, facilitating lawful migration, maintaining a comprehensive civil register, protecting and supporting Asylum seekers and refugees, and guaranteeing the security and welfare of the inmates in our custody or those serving community corrections have been placed on us.

Our dedication to successfully tackling these issues and leading our ministry towards excellence is reflected in this strategic plan. Several stakeholders, including the public, law enforcement, community organisations and government representatives, collaborated to develop this well thought Strategic Plan.

Building a Safest country in the World that upholds human rights and liberty is our vision. We have set specific objectives and plans of action to realise this vision, which will direct our efforts for the next five years.

We built this strategic plan on six pillars that form the cornerstone of our efforts:

Effective Policing: focuses on crime investigations and prevention through improving police operations, enhancing community policing initiatives, and fostering collaboration with the communities they serve. By providing effective policing services, we aim to build trust and confidence among the public.

Effective Corrections: focuses on reducing recidivism and creating a safer society by prioritising the implementation of rehabilitation programs, vocational training, and mental health support of inmates. Thereby preparing them to be reintegrated into society as law abiding citizen.

Comprehensive Civil Registration: we are committed to enhance civil registration services, including birth, marriage and death registrations, issuance of identity documents to maintain accurate data and record keeping of vital statistics. This pillar is crucial in the management of a national population register and identity management.

Migration and Border Control: Effective management of migration and border control is essential for national security. This aimed at strengthening the border control mechanisms, streamline the immigration processes, and enhance cooperation with neighbouring countries.

Refugee and Asylum Seekers Management: Namibia has a long-standing commitment to providing international protection and support to asylum seekers and refugees. We are committed to ensure that their rights are respected through the facilitation of the three (voluntarily repatriation, local integration and resettlement) durable solutions.

Organisational Excellence: focuses on strengthening institutional capacity by improving human resource management, implementing effective performance management systems, fostering a culture of innovation and learning. This pillar is key to deliver quality services and meet the evolving needs of stakeholders.

This strategic plan is a living road map that will direct our decision-making and act as a compass for our endeavours. It establishes quantifiable goals, lays out our priorities, and stresses the significance of ongoing monitoring and evaluation that allows us to address the identified gaps.

As we work to make our country safer and more prosperous for both the current and future generations, let us embrace innovation, Customer centric and Patriotism. I therefore, call upon all stakeholders to join hands and support us towards the realisation of our shared vision.

Together, we can build a society where every citizen feels secured, treated with dignity and our homeland remains a beacon of peace and harmony.


LUCIA IPUMBU
MINISTER



Ministry of Home Affairs, Immigration, Safety and Security

IV. ACKNOWLEDGEMENTS



ETIENNE MARITZ
EXECUTIVE DIRECTOR

I would like to express my sincere gratitude and appreciation to all individuals and stakeholders who contributed to the development of our Strategic Plan. The collective efforts and valuable inputs from various stakeholders have been instrumental in shaping our vision for the future.

Allow me to express my deepest appreciation to the exceptional leadership and invaluable contributions of the service chiefs and other heads of Departments within the ministry, your commitment to excellence and constant devotion to the safety and security of our nation have greatly influenced the development of this plan.

Furthermore, I extend my appreciation to our esteemed partners and stakeholders, including government agencies, civil society organisation and community leaders. Your collaboration, expertise, and valuable contributions have enriched our understanding to embark on identifying innovative solutions. We strive collectively to ensure the safety and security of all Namibians.

I would like to express my gratitude to the entire public for the trust and confidence in our ministry. Your feedback, concerns and expectations have been considered, and the Ministry remains steadfast in serving you with excellence. Your continued support is vital as we strive to make a positive impact on the lives of all inhabitants.

Lastly, I want to extend my heartfelt thanks to the dedicated staff members of the Ministry and, of course, our own Ministerial Implementation Team. Your hard work, expertise and steadfast devotion to our mission have been indispensable in crafting this strategic plan. I commend your professionalism, dedication, and tireless efforts in serving our nation and its people.

In conclusion, this strategic plan reflects our collective efforts to address the evolving needs of our society and to position Namibia as a safe and secure nation. It is evidence that collaboration and shared commitment contributes effectively to the well-being of our people.

I am proud to lead a dedicated team of professionals who are committed to the upholding of the highest standards of service delivery. Our mandate is clear: to safeguard internal security through the management of internal affairs, the protection and support of migrants, the maintenance of law and order, the provision of safe and humane custody, and the rehabilitation and reintegration of offenders. My staff and I are prepared to uphold our commitment to Serving YOU ALL with excellence.


ETIENNE MARITZ
EXECUTIVE DIRECTOR



Ministry of Home Affairs, Immigration, Safety, and Security

V. EXECUTIVE SUMMARY

The Strategic Plan for the Ministry of Home Affairs, Immigration, Safety, and Security (MHAISS) for the period 2025 - 2030 provides a visionary and actionable framework aimed at strengthening internal security, promoting good governance, and enhancing public service delivery. Rooted in the Ministry's mandate, this plan outlines key actions and objectives that will help us reach Vision 2030, SADC Vision 2050, Agenda 2063 and the Sustainable Development Goals (SDGs).

The Ministry's vision is to make Namibia the safest country in the world. This goal reflects our dedication and commitment to safeguarding the country's internal security while delivering excellent services to all citizens. To achieve this, the Ministry will use a number of targeted strategies based on six strategic pillars namely, Effective Policing, Effective Corrections, Comprehensive Civil Registration, Refugee and Asylum Seekers Management, Migration and Border Control and Organisational Excellence. The strategic priorities support these pillars include crime prevention and law enforcement enhancement, improved rehabilitation and reintegration of offenders, modernisation of civil registration systems, efficient refugee and migration management, and institutional reforms aimed at promoting operational efficiency and innovation.

This strategic plan is anchored in relevant legal frameworks, including the Namibian Constitution (Articles 118 and 121), the Immigration Control Act, 1993, (Act No.7 of 1993), Police Act, 1990 (Act No. 19 of 1990) as amended, the Correctional Service Act, 2012, (Act No. 9 of 2012), the Civil Registration and Identification Act, 2024, (Act No13 of 2024) and the Marriage Act, 2024, (Act No.14 of 2024). It aligns with Namibia's Sixth National Development Plan (NDP6), ensuring coherence and synergy across sectors to advance the country's development agenda.

The Plan reflects on notable achievements from 2017 - 2025, including comprehensive legal reforms on policing, organised crime, and terrorism; the rollout of e-policing systems across all 14 regions; capacity building for law enforcement personnel; strengthened partnerships to combat transnational crimes such as drug trafficking, wildlife crimes, human trafficking and cybercrime as well as significant investments in infrastructure for police, correctional facilities, and staff accommodation. In addition, the Ministry has also enhanced rehabilitation programmes, implemented robust performance management systems, and reinforced data-driven decision-making mechanisms. Despite persistent challenges such as limited resources, mobility constraints, ageing legal frameworks, inadequate accommodation, porous borders, and slow technological integration, the strategic plan is informed by thorough SWOT and PESTLE analyses.

This evidence-based approach ensures prioritized interventions that address critical needs effectively. Through this strategic plan, the Ministry aims to enhance national security, facilitate lawful migration, ensure an accurate population register, and provide professional policing and correctional services. Ultimately, this will contribute to a safer, more secure, and prosperous Namibia.

1. INTRODUCTION

1.1 Introduction and background

The Ministry of Home Affairs, Immigration, Safety and Security was established in 2020, following His Excellency, the President's directive to merge the Ministry of Home Affairs and Immigration and the Ministry of Safety and Security. At present, the Ministry comprises of five main departments: Civil Registration, Immigration Control and Citizenship, Administration and Refugee Management, Namibian Police Force and Namibian Correctional Service is mandated to safeguard the internal security of the Namibian community.

The Ministry's mandate is to safeguard the internal security through management of internal affairs, the protection and support of migrants, maintenance of law and order, provision of safe and humane custody, rehabilitation and re-integration of offenders. It is drawn from, among others, Articles 118 and 121 of the Namibian Constitution and is governed by the following principal Acts: the Births, Marriages and Deaths Registration Act (Act No. 81 of 1963); the Identification Act (Act No. 21 of 1991); the Namibian Citizenship Act 14 of 1990, the Immigration Control Act (Act No. 7 of 1993); the Namibian Refugees (Recognition and Control) Act (Act No. 2 of 1999) Police Act (Act No. 19 of 1990) and the Correctional Service Act (Act No. 9 of 2012), Departure from Namibia Regulation Amendment Act, 1993, (Act No. 4 of 1993). Regularization of status of certain residents of Namibia, their descendants and foreign spouses act, 2024 (Act No. 15 of 2024), Civil Registration and Identification Act, 2024 (Act No. 13 of 2024) and Marriage Act, 2024 (Act No. 14 of 2024)

To execute its mandate effectively, the 2025-2030 Strategic Plan was developed to set out strategic directions for five years to ensure effective, efficient and economic utilization of limited resources. It takes cognisance of the ever-increasing pace of transformation as well as the high community expectation on responding to social trends, safeguarding the vulnerable members of society, working with community partners either in policing or community corrections, and also with public sector agencies to address the front-line issues. Innovation has become inevitable to respond to rapid changes in technology and human resources practice.

1.2 The purpose of this Strategic Plan

The purpose of this strategic plan is to express our priorities for the next five years. It also serves as a set of guidelines for staff members, considering how the ministry continually delivers quality services and serves as a guideline in taking ministerial decisions that are aligned with the planned activities to ensure the achievement of ministerial goals. This strategic plan was designed to position Namibia as one of the safest countries in the world, and this will be ensured through serving the inhabitants with excellence.

The Ministry's key strategic priorities focus on effective service delivery. The priorities do not fit into one distinct category but relate to both internal processes and customer-centric. Other areas of focus include satisfying customers' needs, improving data management and record keeping, and enhancing management and administration. These priorities enable the ministry to navigate through the challenges of the 21st century and ensure that our core focus remains serving Namibians effectively. To address the key priorities, it is worth noting that resources should be dedicated to high-priority areas. Furthermore, it is believed that individual transformation and improved internal processes enable the ministry to stay connected with the community being served.

During the planning processes, the team assessed the existing opportunities to align with national and international partners. Contemporary approaches to planning were employed, ensuring that smart objectives were crafted to best guide the implementers on what is expected from them throughout the implementation process. The priorities will be implemented through annual work plans. A more effective monitoring and evaluation will be in place to ensure that the plan is executed as intended. The implementation progress will be reported to the public on a quarterly and annual basis, aiming to increase public awareness and enhance public confidence in the services provided.

1.3 Major achievements

During the past strategic period, the Ministry of Home Affairs, Immigration, Safety and Security achieved several notable objectives and accomplishments. These Achievements include:

1.3.1 Civil Registration, Immigration and Refugee Management

During the implementation of the previous Strategic Plan, the following achievements across multiple priority areas were recorded; a total of 145 health facilities were successfully connected to the e-notification system led to the improvement of timely registration of vital events. The civil registration services were extended to four (4) sub-regional offices namely, Khorixas, Divundu, Okalongo and Katjinakatji and Ongwediva Medipark hospital-based offices. Another achievement is the launch of the new look ID in 2021 with machine readable zone and quick response code. The new look IDs conform to ICAO standards for an ID to be a travel document as a result Namibia introduced the use of national ID card as a travel document for cross-border movement between Namibia and Botswana. In 2019 a turnaround time for ID's personalisation was radically reduced from three (3) months to one (1) month in 2022 and subsequently from one (1) month to five (5) days for Windhoek applications and ten (10) days elsewhere in the country by 2023/2024. In 2018 the passport waiting period was reduced from one (1) month to ten (10) working days. It was further reduced from ten (10) days to five (5) working days in 2021. A Short Message Service (SMS) was also implemented for IDs and passports when ready for collection at no cost associated to clients.

In line with border modernisation efforts, 36 ports of entry were gazetted, with 34 in operation of which twelve (12) issuing both e-visas and visas upon arrival. Three (3) ports of entry namely; Transkalahari, Katima Mulilo , and Oshikango Border Posts were upgraded to operate on a 24-hour in addition to the two (2) borders in existence to facilitate cross-border movement and trade. Manual applications of three (3) critical services (passport, short-term employment permits and holiday visas) were digitised to enhance service accessibility and convenience. Moreover, a local integration of 1161 former Angolan refugees were successfully implemented, and a voluntary repatriation of 183 Congolese refugees was also facilitated. A number of new laws were gazetted namely, Regularization of status of certain residents of Namibia, their descendants and foreign spouses act, 2024 (Act No. 15 of 2024), Civil Registration and Identification Act, 2024 (Act No. 13 of 2024) and Marriage Act, 2024 (Act No. 14 of 2024).

1.3.2 Effective Policing

Between 2021/22 and 2024/25, the Namibian Police Force made significant strides in legislative reform, organisational development, crime combating, and infrastructure enhancement. Outdated laws were amended to strengthen information sharing and improve legal tools for combating organised and financial crimes. Organisational improvements included the recruitment of 2,891 cadet constables and 248 civilian staff, acquisition of modern equipment, and training in areas such as cybercrime and human trafficking.

The successful rollout of the E-Policing system across all 14 regions significantly improved service delivery, notably reducing the turnaround time for issuing certificates of conduct from over a year to just 1-5 days. Crime-fighting efforts led to the confiscation of illicit drugs valued at N\$189 million, over 6,300 arrests for drug offenses, and the recovery of N\$18.2 million through POCA. Wildlife and human trafficking cases were tackled, including the rescue of 294 trafficking victims. The Silencing the Guns project resulted in the surrender of 570 firearms and over 24,000 rounds of ammunition.

1.3.3 Effective Corrections

Between 2017 and 2024, the Namibian Correctional Service (NCS) enrolled 13,898 inmates in rehabilitation programmes under the Offender Risk Management Correctional Strategy (ORMCS), with 5,030 completing them. The strategy expanded from four to several programmes, including vocational training and gender-specific interventions.

Community supervision recorded a 97% compliance rate, supported by increased staff and partnerships with the Namibian Police. Out of 922 offenders under Community Service Orders, 95.5% completed their terms. The recidivism rate averaged 4%, demonstrating effective rehabilitation. NCS achieved 8% self-sufficiency through increased maize and meat production and improved uniform manufacturing. Security incidents dropped by 48%, thanks to officer training and 15 new security policies.

Offender welfare improved with better healthcare, external support, and timely distribution of food and hygiene supplies. Staff satisfaction rose 54 to 59% due to increased engagement and responsiveness to staff concerns.

1.3.4 Infrastructure Development

Four (4) capital projects were planned for the Departments of Home Affairs and Immigration and a total of eight (8) were successfully completed including the Ministerial headquarters, Regional offices and border posts. The first female correctional facility was constructed, and security equipment were procured and extended to 80% of the correctional facilities.

Additionally, 58 infrastructure projects were completed, including police stations, regional headquarters, staff housing, and the Forensic Science Institute, enhancing operational capacity and nationwide police presence.

1.3.5 Organisational Excellence

A Performance Management Systems (PMS) was successfully rolled out, with 95% of staff signing agreements and conducting reviews. A functional research, data management, monitoring, and evaluation structure was established to improve service delivery through the implementation of the system.

Despite these achievements, the ministry still faces challenges, as indicated in the weakness under the situation analysis. Nonetheless, the notable progress made in various areas demonstrates the commitment and efforts of the ministry in fulfilling its mandate.

1.4 The linkage to the High-Level Initiatives

By carrying out its primary mandate, the Ministry contributes significantly to the advancement of high-level national, regional, and international development frameworks. By ensuring peace, justice, and strong institutions (SDG 16), giving everyone a legal identity (SDG 16.9), and managing migration to promote inclusion and protect vulnerable populations, the Ministry helps to end poverty and deprivation in support of the Sustainable Development Goals (SDGs)/Agenda 2030.

Through upholding law and order, rehabilitating and reintegrating offenders, and managing migration, the Ministry promotes peace and stability throughout Namibia in accordance with Agenda 2063 and helps realise the continental vision of *"The Africa We Want."* In strengthening regional security, promoting cross-border cooperation, and protecting human rights, the organisation contributes to the SADC Vision 2050 through regional collaboration and the encouragement of collective self-reliance.

The Ministry works towards Namibia's Vision 2030 by promoting social cohesion, maintaining the rule of law, and ensuring internal security, all of which are essential for peace, industrialisation, and a higher standard of living. The use of enforcement, prevention initiatives, and support services to combat antisocial behaviours like crime, drug abuse, gender-based violence, and intolerance, it also helps to implement the SWAPO Party Manifesto. Additionally, the NDP6, which acts as the framework for implementation, it is a means of operationalises these goals. The Ministry therefore, leads activities that strengthen Namibia's commitment to sustainable development, national security, and prosperity by using the Strategic Plan, which coordinates sectoral priorities with NDP6 outputs. Therefore, plays a key role in establishing a society that is secure, inclusive, and just, and this serves as the foundation for all high-level development objectives.

2. HIGH LEVEL STATEMENTS

2.1 The Mandate

To safeguard the internal security through management of internal affairs, the protection and support of migrants, maintenance of law and order, provision of safe and humane custody, rehabilitation and re-integration of offenders.

2.2 The Vision

Safest country in the World.

2.3 The Mission

To enhance internal security through management of national population register, facilitation of migration, effective policing and correctional services.

2.4 The Motto

Serving with excellence.

2.5 The Core values

Synergy	Value teamwork, effective communication and coordination towards achieving our vision.
Ethics	Provide reliable and quality service with dignity, honesty, confidentially and integrity.
Efficiency	Strive to achieve more with available resources whilst maximising output.
Patriotism	Showing devoted love, support and being loyal to our country.
Accessibility	Cultivate a culture of access to information, and services without prejudice
Innovation	Foster continuous improvement through technological advancement research and evidence-based practices.
Customer centric	Serve with courtesy, politeness, humility, respect, helpfulness

3. ENVIRONMENTAL SCANNING

3.1 SWOT Analysis

S	Availability of training facilities	W	Limited Mobility
T	Sufficient production of food for offenders	E	Inadequate budget
R	Suitable electronic systems	A	Outdated laws
E	Availability of vocational workshop facilities	K	Understaffing
N	Good stakeholder relations	N	Poor communication
G	Experienced and committed workforce	E	Prevalent corruption and bribery
T	Provision of offenders rehabilitation programs	S	Ineffective management of Police Cells
H	Good roads and communication infrastructure	S	Inadequate working tools
	Rapid deployment of Crime fighting technology		Lack of system integration
	Responsive Offender Risk Management Correctional Strategy		Non-compliance with legislation
	Availability of enabling legal instruments to deliver on the mandate		High number of short term offenders
			Lack of Occupational Health Safety(OSH)
			Insufficient accommodations for both officers and offenders
O		T	Porous Borders
P	Roll out E-IDs	H	Unemployment
P	Implementation of E-governance	R	Disease outbreak
O	Availability of Helicopters in the market	E	Poor roads in rural areas
R	Political stability	A	Smuggling of contrabands
T	Acquire external funding	T	Marriages entered in bad faith
U	Cross boarder relations with other governments	S	Forgery of national documents
N	Community mobilization		Economy turndown-budget cut
I	Transfer of trial awaiting functions to NCS		Rejection of offenders by families
T	New technology to improve research		Long sentence imposed by the courts
I	High demand and supply for NCS products Establish more stakeholder relations		Human trafficking and smuggling of persons
E			
S	Sustainable coordination with all stakeholders and development partners		

3.2 PESTLE Analysis

Political	Economic	Social
<ul style="list-style-type: none"> • Responsive government policies • Political will • Political stability 	<ul style="list-style-type: none"> • Economic downturn, decrease in budget • High unemployment rates for youth 	<ul style="list-style-type: none"> • Gratification • Cultural practices (timely birth registration) • Poverty • Marriage entered into in bad faith
Technological	Legal	Environment
<ul style="list-style-type: none"> • Lack of Integration of systems • Advanced systems • Implementation of e-governance 	<ul style="list-style-type: none"> • Outdated legislation • Bureaucracy • Non-compliance with legislation 	<ul style="list-style-type: none"> • Natural Disasters • Environment Risk Management

4. STRATEGIC ISSUES

HAI	NAMPOL	NCS	Cross-cutting issues
<ul style="list-style-type: none"> Statelessness and Undocumented Persons Inadequate Establishment of gazetted border post Insufficient security at the border and critical government infrastructure 	<ul style="list-style-type: none"> Prevalence of Road Crashes Ineffective management of Police Cells Centralisation of Air Support Services and Forensic Science Institute functions Prevalence of crime Lack of capacity in crime. investigation and forensics analysis Transnational organised crime 	<ul style="list-style-type: none"> Security threat Insufficient rehabilitation programmes, especially for short-term offenders. Insufficient inmate welfare to provide safe, secure, and humane custody Insufficient empowerment of offenders Poor Stakeholder engagement 	<ul style="list-style-type: none"> Inadequate and improper placement of human resources Unsustainability of ICT systems Poor attitude to embracing the use of ICT Insufficient advanced technology innovation Lack of system integration. Insufficient infrastructure (official accommodation, office space and inmate accommodation) Poor research, innovation and development Poor risk management. Outdated and inadequate legislation Porous borders Inadequate resources to optimally execute the mandate

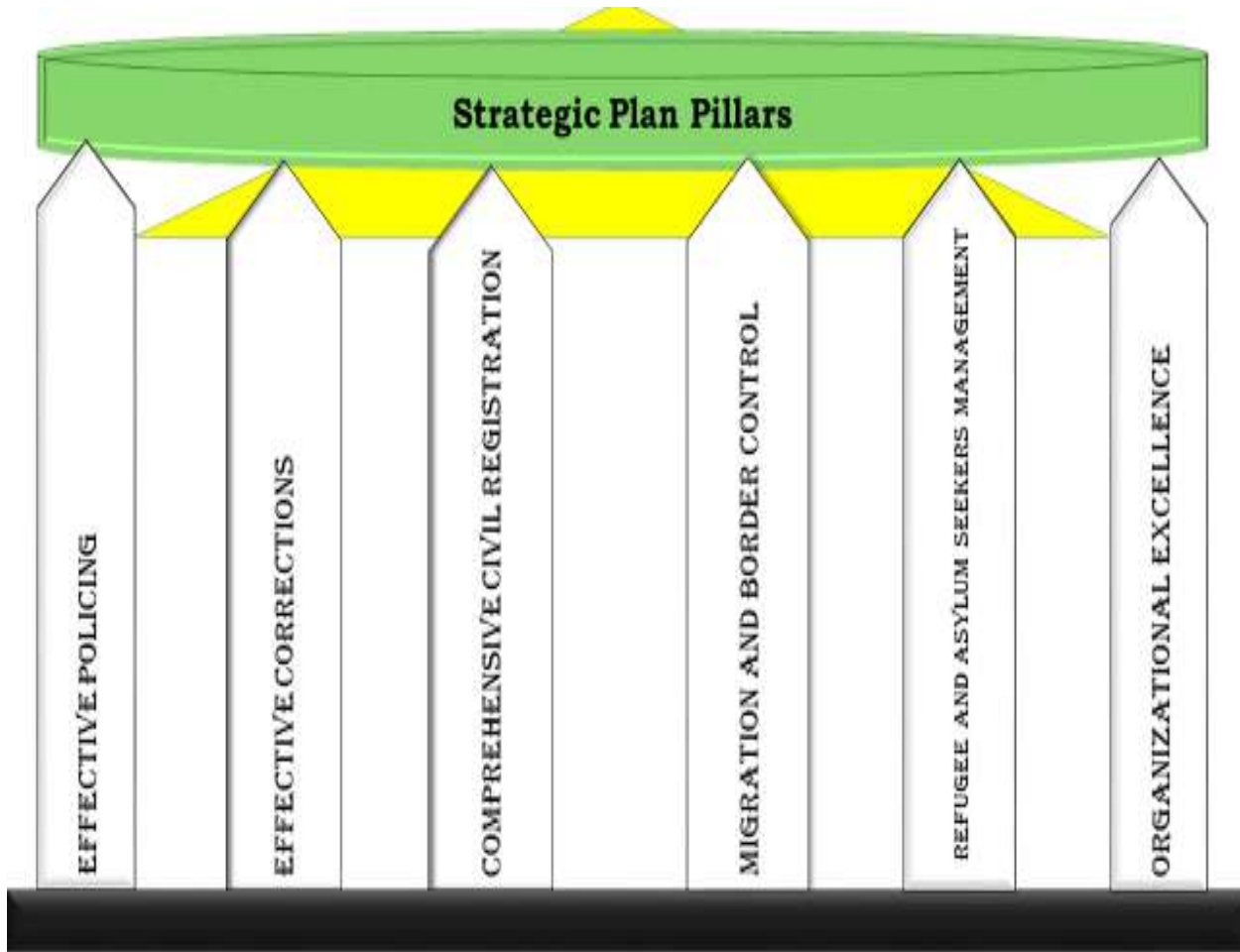
4.1 Key strategic priorities

The Ministry shall employ strategies such as crime combating efforts, protect and manage Namibia borders, ensure domestic stability and security for all persons living in Namibia, rehabilitate and reintegrate offenders into community as law abiding citizens. Finally, the Ministry has prioritised the implementation of Performance Management System (PMS) in order to deliver an improved services. For the Ministry to achieve its vision, the following key strategic priorities were identified:

- ICT Systems leveraging
- Combat of Crime
- Introduction of remand custody and Transfer of Trial awaiting inmates function from NamPol to NCS
- Expansion of Air Support Services
- Expansion of Namibian Police Forensic Science Institute functions
- Reduce road crashes
- Strengthen regulatory framework
- Reduce security threats
- Strengthening rehabilitation and reintegration process
- Improve strategic partnerships
- Improve organisational performance and staff welfare
- Strengthen civil registration services
- Strengthen the facilitation of lawful Migration
- Improve inmates welfare
- Increase food and industrial productions
- Strengthen Management of refugees & Asylum seekers
- Improve registration of Statelessness and undocumented persons

5. STRATEGIC PILLARS AND STRATEGIC OBJECTIVES

5.1 Pillars



The strategic plan outlines the above pillars that form the foundation of the Ministry's priorities for the next five years. These pillars guide decision-making, resource allocation, and goal setting to ensure alignment with the organisation's overall vision and mission. The strategic plan emphasises the following pillars:

5.1.1 Effective Policing

Focuses on maintaining law and order, promoting public safety, and building trust between law enforcement agencies and the community. It emphasizes community engagement, proactive policing, problem-solving, and the use of technology and training to enhance effectiveness.

5.1.2 Effective Corrections

Aims to ensure public safety, reduce recidivism, and support the successful rehabilitation and reintegration of offenders. Key elements include individualized assessment, evidence-based practices, safe facilities, collaboration, and monitoring to improve outcomes.

5.1.3 Comprehensive Civil Registration

Highlights the importance of civil registration for good governance, protecting individual rights, and providing essential services. This pillar focuses on universal coverage, legal frameworks, registration of vital events, national population register and identity management , capacity building, and information management.

5.1.4 Refugee and Asylum Seekers Management

Addresses the protection, well-being, and integration of refugees and asylum seekers. It emphasizes a strong legal framework, access to protection, assistance and support, integration efforts, international cooperation, and advocacy.

5.1.5 Migration and Border Control

Aims to address challenges and opportunities related to migration, border management, and border security. Key elements include secure borders, well-defined immigration policies, migration management, border infrastructure and technology, cooperation and partnerships, and respect for human rights.

5.1.6 Organisational Excellence

Focuses on continuous improvement, efficiency, and effectiveness within the organisation. This pillar includes alignment with vision and mission, strong leadership and governance, customer focus, employee engagement and development, performance management, innovation, and fostering a learning culture.

By prioritising these pillars, the Ministry aims to make progress in areas such as public safety, rehabilitation, civil registration, refugee protection, and organisational effectiveness. The strategic plan provides a roadmap for achieving these goals over the next five years through strategic planning, resource allocation, and cooperation.

Strategic Objectives' linked to Pillars and their definition

Institutional Pillar	Definition of the pillar	Strategic Objectives	Strategic issues
Effective Policing	Focuses on maintaining law and order, promoting public safety, and building trust between law enforcement agencies and the communities. The Force conducts community engagement, proactive policing, problem-solving, and the use of technology and training to enhance effectiveness.	<ol style="list-style-type: none"> Increase organisational crime combating efforts from 50% to 80% to improve safety by 2030. Reduce fatal and serious road crashes from 3005 (2024-2025 FY records) with 50% by 2030. Improve safe custody of inmates from 29 to 72 by 2030. Improve the welfare of inmates and provision of health services from 40 %to 100% annually Maximize animal and crop production from: cattle 452 – 579; Goats 242 – 431; sheep 237 – 374; pigs 1889 – 2736, crop ha 176 ha - 556 ha by 2030. 	<ul style="list-style-type: none"> Prevalence of crime Lack of capacity in crime investigation and forensics analysis Centralisation of Air Support Services functions Centralisation of the Namibian Police Forensic Science Institute functions Transnational organised crime Keeping of Trial awaiting inmates beyond 48 hours.
Effective Corrections	Aims to ensure public safety, reduce recidivism, and support the successful rehabilitation and reintegration of offenders. Key elements include individualized assessment, evidence-based practices, safe facilities, collaboration, and monitoring to improve outcomes.	<ol style="list-style-type: none"> Improve safe custody of inmates from 29 to 72 by 2030. Improve the welfare of inmates and provision of health services from 40 %to 100% annually Maximize animal and crop production from: cattle 452 – 579; Goats 242 – 431; sheep 237 – 374; pigs 1889 – 2736, crop ha 176 ha - 556 ha by 2030. 	<ul style="list-style-type: none"> Prevalence of Road Crashes Security threat Insufficient inmate welfare Agricultural and Industrial production

		<p>4. Increase the number of inmates participating in rehabilitation interventions from 13898, inmates strategic plan (2017 – 2022) period to 25,898 by 2030</p> <p>5. Maintain the % of offenders completing Community Corrections programmes at 90% for Community Service Orders, and 97% for Community Supervision, by the year 2030.</p>	<ul style="list-style-type: none"> ● Insufficient rehabilitation programmes, especially for short-term offenders. ● Empowerment of offenders ● Reintegration of offenders
Comprehensive Civil Registration	<p>Highlights the importance of civil registration for good governance, protecting individual rights, and providing essential services. This pillar focuses on universal coverage, legal frameworks, registration of vital events, national population register and identity management , capacity building, and information management.</p>	<p>Improve Civil registration and ID Services from (88.5% - 91%), by 2030.</p>	<ul style="list-style-type: none"> ● Statelessness and Undocumented Persons ● Civil registration services
Migration and Border Control	<p>Aims to address challenges and opportunities related to migration, border management, and border security. Key elements include secure borders, well-defined immigration policies, migration management, border infrastructure and technology, cooperation and partnerships, and respect for human rights.</p>	<p>Strengthen lawful migration by establishing 3 border- posts, implementing E-Visa (50-100%), and ID as a travel document (30-100%),</p>	<ul style="list-style-type: none"> ● Inadequate gazetted border post ● Insufficient security at the border and critical government infrastructure
Refugee and Asylum Seeker management	<p>Addresses the protection, well-being, and integration of refugees and asylum seekers. It emphasizes a strong legal framework, access to</p>	<p>Strengthen the support and protection of Refugees and Asylum Seekers from 6-3 months of status determination by 2030.</p>	<p>Management of refugees &Asylum seekers</p>

<p>Organisation Excellence</p>	<p>protection, assistance and support, integration efforts, international cooperation, and advocacy.</p>		
<p>Focuses on continuous improvement, efficiency, and effectiveness within the organisation. This pillar includes alignment with vision and mission, strong leadership and governance, customer focus, employee engagement and development, performance management, innovation, and fostering a learning culture.</p>		<p>1. Improve organisational performance from 82 to 90% (pass rate) by 2030.</p>	<ul style="list-style-type: none"> ● Inadequate and improper placement of human resources ● Insufficient infrastructure (official accommodation, office space and inmate accommodation) ● Poor research, innovation and development ● Poor risk management. ● Porous borders ● Inadequate resources to optimally execute the mandate
		<p>2. Leverage ICT usage from 50% to 70% by 2030.</p>	<ul style="list-style-type: none"> ● Unsustainable ICT systems ● Poor attitude to embracing the use of ICT ● Insufficient advanced technology innovation ● Lack of system integration
		<p>3. Strengthen and Develop the identified Regulatory Frameworks by 2030.</p>	<ul style="list-style-type: none"> ● Outdated and inadequate legislation

6. LOGICAL FRAME (LOG FRAME)

Desired Outcome	Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit	
						Y1	Y2	Y3	Y4	Y5						
By 2030, national security is strengthened from 43% to 52 %.	Effective Policing	1. Increase organizational crime combating efforts from 50% to 80% to improve safety by 2030	% of crime combating efforts	The level at which crime combating strategies are implemented countrywide	Incremental	Baseline	50	56	62	68	74	80	Combating of Crime	Crime Prevention, Crime Investigation	N\$ 519,767,55	DIG Ops
			% of Air Support Services expansion	Expansion of Air Support Service to Oshana and Zambezi regions in the country.	Incremental	0	20	35	45	70	80	Expansion of Air Support Services				

7. RISK ASSESSMENT

This is a process of identifying and managing the risks and constraints that may affect the organisation to achieve its key objectives. Central to the implementation of this strategic plan and realization of the strategic objectives, the Ministry need to coordinate its process chiefly on the following areas: financial, policy, operational, health, and technological in order to achieve the desired outcome. The table below presents the types of identified risks that might be encountered during the implementation and the suggested manner of mitigating them.

NO.	LINKAGE TO STRATEGIC OBJECTIVES	RISK	RISK DEFINITION	LIKELIHOOD	SEVERITY	RISK (INTERNAL/EXTERNAL)	MITIGATION STRATEGY	RESPONSIBLE UNITY
1	Increase organisational crime combating efforts from 50% to 80% to improve safety by 2030.	Prevalent Crime and (including) Corruption,	occurrence of criminal activities in a given period	3	High	Both	Increase crime combating efforts	NAMPOL
2	Reduce fatal and serious road crashes from 3005 (2024-2025 FY records) with 50% by 2030.	Increased mortality	high death rate due to fatal accidents	3	High	External	Increase the visibility of traffic law enforcement agencies	NAMPOL
3	Improve the welfare of inmates and provision of health service from 40 to 95% annually	Limited financial resources	inadequate allocation of funds	2	Mode rate	External	Allocate sufficient budget	NCS
4	Maximize animal and crop production from: cattle 452 – 579; Goats 242 – 431; sheep 237 – 374; pigs 1889 – 2736, crop ha 176 ha - 556 ha by 2030.	Natural disaster	The occurrence of floods, fire and draught	3	High	External	-Acquisition of agricultural implements -Implement responsive pesticides	NCS

5	Maintain the % of offenders completing Community Corrections programmes at 90% for Community Service Orders, and 97% for Community Supervision, by the year 2030.	Incapacity	Inability to conduct supervision and insufficient transport	2	Mode rate	Internal	Lobby for fund	NCS
6	Improve Civil registration and ID Services from (88.5% - 91%), by 2030.	undocumented and stateless	The state of not having nationality	2	Mode rate	External	Regularise status	Civil Registration
7	Strengthen lawful migration by establishing 3 border-posts, implementing E-Visa (50-100%), and ID as a travel document (30-100%),	Porous borders	Illegal points of entry	3	High	External	Operationalise points of entry	Immigration
8	Strengthen the support and protection of Refugees and Asylum Seekers from 6-3 months	Organised crime	Coordinated illegal activities	2	Mode rate	External	Implement the Transnational-Organised Crime (TOC) Strategy	NAMPOL & HAI
9	Leverage ICT usage from 50% to 70%	Vulnerability of ICT	lack of infrastructure	3	High	Internal	Intergrate ICT systems , back-up systems and source advance technology	MHAISS
10	Strengthen and Develop the identified Regulatory Frameworks	Bureaucracy	Long process in finalising legal instruments	3	High	External	Strengthen stakeholders engagement	MHAISS

8. CRITICAL SUCCESS FACTOR

8.1 Financing of the Strategic Plan

This Strategic Plan requires a sustainable flow of financial resource, technical, physical and human resources to ensure effective and sustainable implementation of the planned activities. Each public institution depends on a three years rolling budget to funds it's developmental and operational activities as per the MTEF. Although 99% of the Ministry's planned activities depends on MTEF, some program are still funded by our development partners, there is a need to open up for public private partnership. The Ministry will strive to enhance capacity to lobby for more resources allocation in order to implement the prioritized activities, thereby contributing to the realization of national development agenda. The ministry will require an amount N\$6,381,534,000.00 (2023-2024), N\$6,449,996,000.00 (2024-2025), N\$6,628,397,000.00 (2025-2026). The ministry need approximately seven (7) billion per annum to implement the activities.

8.2 Strategic Execution

This Strategic Plan is implemented through the Performance Management System (PMS) started with the development of this SP. Each Department shall formulate its own Annual Plan where it is expected to state its yearly goals and targets, meanwhile Strategic Objectives remains constant for the period of this Strategic period. The AP are executed through individual Performance Agreement (PA) reviewed on a quarterly basis.

8.3 Monitoring, Evaluation and Reporting Mechanism

Monitoring and evaluation are crucial for the success of the strategy. It focuses on keeping track of implementation to determine progress to target. The Ministry will closely monitor its activities and results through M&E to determine whether the implementation is on track and, if it is not, to inform management so that they may take the required corrective action to ensure that the strategic plan is effectively implemented. Yearly data audits and validations will be performed to verify the reports and ensure that all information are accurate. Two and a half years after the plan is effectively executed, mid-term reviews will be done, and it will highlight any adjustments that are required to meet the plan's objectives and targets.

Strategic Plan, Annual Plan and Performance Agreement shall be reviewed on a quarterly basis during the mid-term and end term reviews. Whilst, evaluation will be carried out at the end of the strategic plan and an annual report should be submitted to the Office of the Prime Minister.

9. APPENDIX

9.1 Stakeholders Analysis

Strategic Plan implementation requires concerted efforts from various stakeholders for mutually beneficial relationships. Broadening the relationship requires that the Ministry analyse and identify the stakeholders to understand their roles and interest.

#	Name of the stakeholders	Stakeholders needs and expectations	MHA/ISS expectations	Strategies
1.	Public / community	Provision of safety and security	Provide reliable information.	<ul style="list-style-type: none"> - Launch public education campaigns on civic responsibility and safety collaboration - Establish regular community-policing forums to encourage mutual trust
2.	Offenders/inmates	Quality services delivery	High standard of cooperation and discipline	<ul style="list-style-type: none"> - Develop a feedback platform (SMS/online) for public reporting and information sharing - Use local media and town halls to clarify community roles in public safety initiatives





		Transparency and accountability.	Integration of criminal justice systems	- Jointly develop digital platforms for sharing case data across justice entities
4.	Supplier	Participate in goods and service delivery.	Compliance to Procurement Act.	- Establish a supplier performance tracking and feedback mechanism - Conduct supplier orientation workshops on compliance standards
		Timely payment for services	Provide quality goods and services	- Automate procurement workflows to avoid payment delays
5.	Institutions of higher learning	Provide skills development support	Innovation and research skill developments.	- Formalise partnerships through MOUs for internships, joint research, and curriculum input

				<ul style="list-style-type: none"> - Co-host annual forums on innovation in safety, migration, and corrections
6.	Media	Enabling environment	ICT support	<ul style="list-style-type: none"> - Host regular press briefings and media training sessions - Establish a media protocol guideline that outlines the boundaries of public disclosure - Use digital dashboards to provide fact-checked updates on ministry activities
7.	International Organization	Enabling environment	Advocacy and lobbying Program support	<ul style="list-style-type: none"> - Create a joint coordination platform for all active partners - Ensure programme alignment through shared planning and quarterly reviews - Incorporate international standards into ministry guidelines through technical cooperation



REPUBLIC OF NAMIBIA

**MINISTRY OF HOME AFFAIRS, IMMIGRATION,
SAFETY AND SECURITY**

-  www.mha.gov.na
-  <https://www.facebook.com.MHAINamibia>
-  <https://www.twitter.com/MHAINamibia>
-  <https://www.instagram.com/mhainamibia>