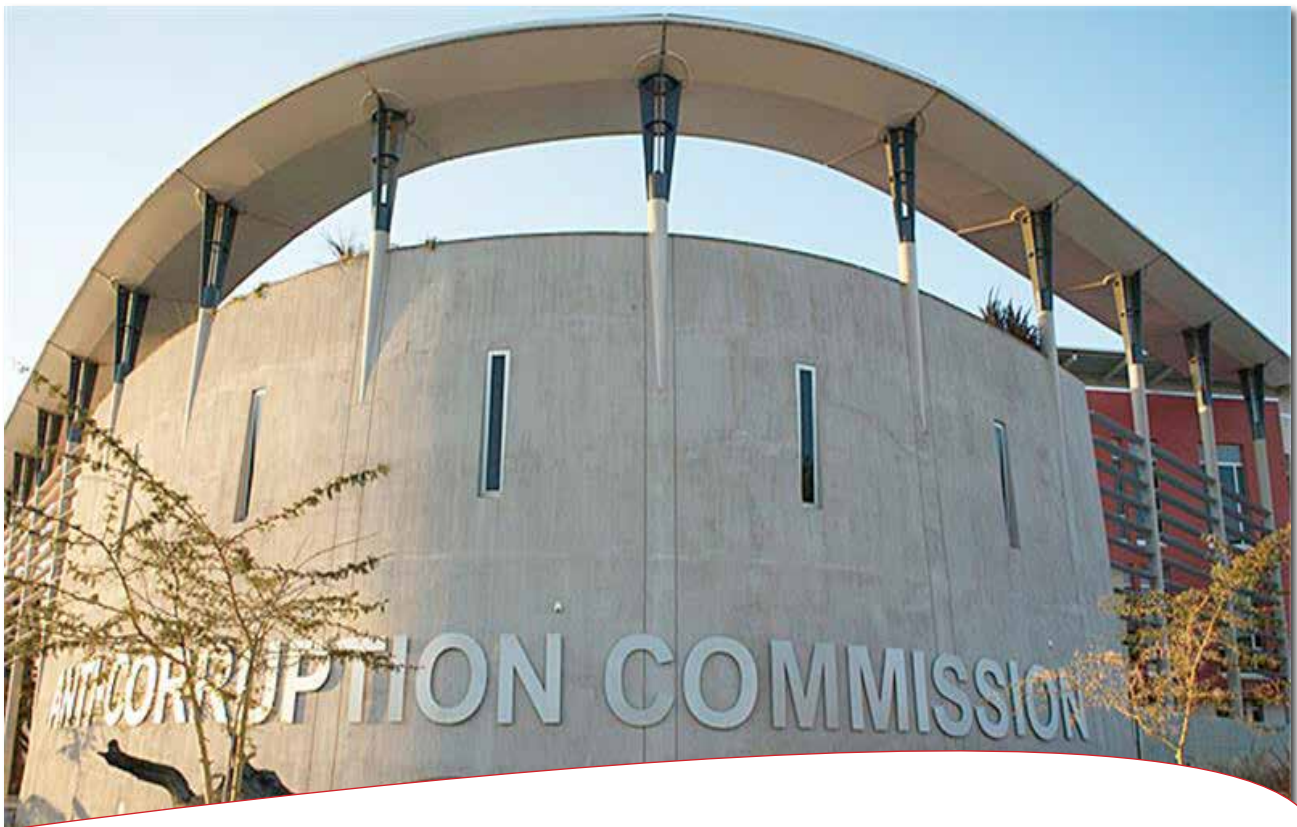
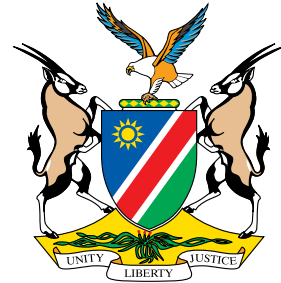


# NAMIBIA



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## NATIONAL ANTI-CORRUPTION STRATEGY AND ACTION PLAN 2016 - 2019





**NATIONAL ANTI-CORRUPTION STRATEGY  
AND ACTION PLAN  
2016 – 2019**



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## PREFACE

The Government of the Republic of Namibia signed the United Nations Convention against Corruption (UNCAC) on the 9<sup>th</sup> of December 2003 and ratified it on the 3<sup>rd</sup> of August 2004. Article 5 of the UNCAC requires State Parties to develop and implement a comprehensive National Anti-Corruption Strategy. The said article reads as follows:

*“Article 5: Preventive anti-corruption policies and practices*

- 1. Each State Party shall, in accordance with the fundamental principles of its legal system, develop and implement or maintain effective, coordinated anti-corruption policies that promote the participation of society and reflect the principles of the rule of law, proper management of public affairs and public property, integrity, transparency and accountability.”<sup>1</sup>*

In Namibia, this process had started as early as 1996 with the appointment of a Technical Committee on the Promotion of Ethics and Combating of Corruption by the Office of the Prime Minister, which made wide-ranging recommendations for a National Integrity Strategy for Namibia based on the inputs of many local stakeholders and international experts. These recommendations ultimately led to the enactment of the Anti-Corruption Act, 2003 (Act No. 8 of 2003) and the establishment of the Anti-Corruption Commission.

In 2013, the Anti-Corruption Commission appointed a technical working committee to oversee the development of a specific National Anti-Corruption Strategy through an extensive consultative process. Consultative public hearings to discuss issues to be included in the National Anti-Corruption Strategy were conducted throughout Namibia by the Anti-Corruption Commission and the technical working committee. Consultations also included discussions with specific stakeholders, experts and academics, an investigation into international best practices, a literature study as well as a study of all relevant national laws and international treaties and conventions signed and/or ratified by the Government of the Republic of Namibia. Personal submissions were also received. This National Anti-Corruption Strategy is the result of these extensive consultative processes and studies.

The project team wishes to thank all persons, political parties, civil society organisations, the media, churches, governmental offices, ministries and agencies and other institutions who have made inputs during this consultative process and who have made available their time and resources to contribute to this strategy.

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<sup>1</sup> United Nations Convention against Corruption, 2003.

## ABBREVIATIONS

<b>ACC</b>	Anti-Corruption Commission
<b>ALAN</b>	Association of Local Authorities in Namibia
<b>ARC</b>	Association of Regional Councils
<b>BoN</b>	Bank of Namibia
<b>CSOs</b>	Civil Society Organisations
<b>ECN</b>	Electoral Commission of Namibia
<b>EITI</b>	Extractive Industries Transparency Initiative
<b>FIC</b>	Financial Intelligence Centre
<b>JDC</b>	Judicial Service Commission
<b>LAs</b>	Local Authorities
<b>LRDC</b>	Law Reform and Development Commission
<b>LSN</b>	Law Society of Namibia
<b>MC</b>	Magistrates' Commission
<b>MDs</b>	Managing Directors
<b>MFMR</b>	Ministry of Fisheries and Marine Resources
<b>MHI</b>	Ministry of Home Affairs and Immigration
<b>MITSD</b>	Ministry of Industrialisation, Trade and SME Development
<b>MME</b>	Ministry of Mines and Energy
<b>MPs</b>	Members of Parliament
<b>MOE</b>	Ministry of Education
<b>MOF</b>	Ministry of Finance
<b>MOICT</b>	Ministry of Information and Communication Technology
<b>MOJ</b>	Ministry of Justice
<b>MOPE</b>	Ministry of Public Enterprises
<b>MOSS</b>	Ministry of Safety and Security
<b>MOURD</b>	Ministry of Urban and Rural Development
<b>NA</b>	National Assembly
<b>NACS</b>	National Anti-Corruption Strategy
<b>NACSC</b>	National Anti-Corruption Steering Committee
<b>NAMFISA</b>	Namibia Financial Institutions Supervisory Authority
<b>NANGOF</b>	Namibia Non-Governmental Organisations Forum
<b>NC</b>	National Council
<b>NCCI</b>	Namibia Chamber of Commerce and Industry
<b>NGOs</b>	Non-Governmental Organisations
<b>NID</b>	Namibia Institute for Democracy
<b>NIED</b>	National Institute for Educational Development
<b>NIPAM</b>	Namibia Institute for Public Administration and Management
<b>NPC</b>	National Planning Commission
<b>NUST</b>	Namibia University of Science and Technology

<b>O/M/As</b>	Offices, Ministries and Agencies
<b>OPM</b>	Office of the Prime Minister
<b>PEs</b>	Public Enterprises
<b>PSs</b>	Permanent Secretaries
<b>PSC</b>	Public Service Commission
<b>RCs</b>	Regional Councils
<b>UNAM</b>	University of Namibia
<b>UNCAC</b>	United Nations Convention against Corruption



## FOREWORD

I am pleased to present the National Anti-Corruption Strategy and Action Plan for implementation by the stakeholders. ACC finds it proper to develop a national strategy which consolidates Namibia's commitment to a corrupt-free nation. This is done with a full acknowledgement of the fact that corruption is a global phenomenon and no country can claim to have never experienced corruption. There are however countries who have developed effective anti-corruption policies and programmes, as a result they are today ranked among the least corrupt countries in the world.

Namibia has signed and ratified the regional and international conventions and protocols against corruption. These legal instruments have the objectives to promote and strengthen measures to effectively and efficiently prevent and combat corruption, to enhance international cooperation and technical assistance, and further to promote integrity, accountability and proper management of public affairs and property. The National Anti-Corruption Strategy aims to bring all stakeholders under one roof to make their due contribution to promoting good governance. Good governance, no doubt, is the key for Namibia's economic growth and development. In order to achieve this, all sectors need to develop policies and programmes that promote transparency and accountability.

The Strategy envisages the establishment of integrity committees to promote ethical values within public institutions. The implementation of the Strategy will at the same time facilitate the realization of Namibia's Vision 2030. Against this background, all components of the society ranging from individuals, family, community, NGOs, media, public sector, private sector, political leaders and religious leaders must form a strong network against mismanagement of public resources, poor service delivery and corruption. Nobody should be left out, as we all have a role to play. The Strategy is the testimony that Namibia has joined the global family in the onslaught against corruption and the national agenda has been transformed into practical action. We cannot accelerate Namibia's economic growth and development if we do not tackle corruption head on.

I wish to profoundly thank the Regional Governors, Regional Councillors, Mayors, Councillors of Local Authorities, Chief Regional Officers, Chief Executive Officers of Local Authorities and their staff for their active participation and meaningful contribution during the consultative meetings. My deep appreciation also go to the UNDP for the financial and technical support given to the Commission. The support rendered by UNDP made our dream to be realized. The Technical Committee together with the consultant, did a good work and I sincerely thank them for the job well done. I equally appreciate the participation and invaluable contributions of officials from public and private institutions as well as members of the NGOs. I as well acknowledge the staff of ACC for their relentless commitment demonstrated during the consultative meetings in the regions. The Strategy is owned by all Namibians because it is a product of input from all sectors of society.

The full implementation of the Strategy will bear Namibia significant dividends in terms of increased public service delivery, corruption prevention, economic growth and employment opportunities. Let us act in unison to ensure its full implementation.



Paulus Kalomho Noa

**Director-General: Anti-Corruption Commission**

# 1. INTRODUCTION

Namibia’s National Development Plans and objectives as contained in Namibia’s Vision 2030, aim to ensure the development of Namibia as a prosperous, harmonious, stable and industrialised state by the year 2030. This can only be achieved if a transparent and corruption-free society is fostered.

The Government of the Republic of Namibia has therefore developed the National Anti-Corruption Strategy (NACS) to guarantee an environment adverse to corruption in Namibia. The measures as outlined in this Strategy will be implemented by the Government of the Republic of Namibia over a period of four years, from 2016 – 2019.

## 1.1 Vision and Mission of National Anti-Corruption Strategy

### Vision

**A corruption-free Namibia**

### Mission

**To develop, establish and maintain an effective system of integrity, transparency, ethics and accountability in all sectors of society in Namibia**

# 2. BACKGROUND

## 2.1 The Legal Environment

The Constitution of the Republic of Namibia establishes Namibia as a multiparty democracy functioning under the Rule of Law. The Constitution follows the principle of separation of powers between the Executive, the Legislature and the Judiciary. The Constitution seeks to provide a system of checks and balances, and provides for the creation of an environment in which this NACS can be effective. A constitutional amendment in 2010 removed the power to investigate corruption from the functions of the Ombudsman and brought the Anti-Corruption Commission (ACC), which had been established in 2006 in terms of section 2 of the Anti-Corruption Act, 2003, under the ambit of the Constitution. The ACC thus became a constitutionally enshrined institution in 2010.

The Anti-Corruption Act is the key piece of legislation dealing with the prevention and combating of corruption in Namibia. The Act was passed by Parliament in 2003 following public consultations that had commenced in the mid-1990s. The Act entered into force in 2005 and the ACC was inaugurated on February 1 2006. The Prevention of Corruption Ordinance, 1928 (Ordinance No. 2 of 1928), as amended by the Prevention of Corruption Amendment Act, 1985 (No. 21 of 1985), was the forerunner to the current Anti-Corruption Act.

Other key legislation with an anti-corruption motif are the following:

- **Prevention of Organised Crime Act, 2004 (Act No. 29 of 2004)**

The Act addresses the combating of organised crime, money laundering, racketeering, smuggling of migrants, trafficking in persons and criminal gang activities in Namibia and elsewhere. The Act allows for the seizure of property used in offences and profits made, which is then transferred to a Criminal Assets Recovery Fund and used to fund crime prevention activities.
- **Financial Intelligence Act, 2012 (Act No. 13 of 2012)**

The main purpose of the Act is to combat money laundering by imposing a duty on accountable institutions to report certain transactions to the Bank of Namibia (BoN).
- **Criminal Procedures Act, 1977 (Act No. 51 of 1977)**

The constitutional powers and legitimacy of the Prosecutor-General are complemented by this Act, which gives the Prosecutor-General the prerogative to institute criminal proceedings with regard to offences that fall under the jurisdiction of the Namibian courts. The Criminal Procedure Act, 2004 (Act No. 25 of 2004), which is on the statute book, but not yet in operation, provides for similar provisions.
- **Banking Institutions Act, 1998 (Act No. 2 of 1998)**

The Act contains provisions that provides for the detection and tracing of the proceeds of crime and helps to establish an audit trail in the event of criminal investigations.
- **Bank of Namibia Act, 1997 (Act No. 15 of 1997)**

The Act establishes the Bank of Namibia (BoN) as the central bank of Namibia to serve as the State's principal instrument to control money supply, currency and institutions of finance. The BoN plays a pivotal role in the supervision of banking institutions under the Banking Institutions Act, 1998 (Act No. 2 of 1998) and the prevention and combating of money laundering in terms of the Financial Intelligence Act, 2012 (Act No. 13 of 2012).
- **Exchange Control Regulations, 1961 (GN R. 1112 of 1961)**

The Bank of Namibia has issued two exchange control circulars (No. BON 01/19 of 2 November 2001 and No. BON 02/08 of March 2002) to authorised dealers in foreign exchange (commercial banks) under the power vested in the Bank under the Exchange Control Regulations, 1961. Authorised dealers are required to report any foreign transaction involving identified persons and institutions to the Bank. The Bank has the power under regulation 4 of the said regulations to freeze the accounts of residents transferring funds to the identified persons and institutions. The Minister of Finance, in turn, has the power to forfeit such monies to the State.
- **Namibia Financial Institutions Supervisory Authority Act, 2001 (Act No. 3 of 2001)**

The Act makes provision for the establishment of the Namibia Financial Institutions Supervisory Authority (Namfisa) to exercise supervision over the business of non-banking financial institutions and services.
- **Public Service Act, 1995 (Act No. 13 of 1995)**

The Act establishes the public service and also regulates the employment, conditions of service, appointments, misconduct, discipline and discharge of public servants. The Act also deals with the concept of conflict of interest. A staff member can be charged with misconduct if he or she

undertakes private work related to the field of operations of the office, ministry or agency in which he or she employed, without the necessary approval. Additionally, a staff member is open to disciplinary action if she or he fails to declare that a member of his or her household operates or undertakes such private work. The Act also prohibits the misappropriation or improper use of any property of the state. Public servants are barred from engaging in other remunerative work without permission. In addition, the Act prohibits public servants from using their position or state property to promote or prejudice the interests of any political party.

The regulations promulgated under the Public Service Act, 1995 were amended during the 2015/16 financial year to further regulate the conduct of staff members, in particular to prevent a conflict of interest between private interests and public duties and to make the declaration of financial interests compulsory.

- **Tender Board of Namibia Act, 1996 (Act No. 16 of 1996)**

The Act establishes the Tender Board of Namibia. The Tender Board is responsible for the procurement of goods and services for the letting or hiring or acquisition or granting of rights for or on behalf of and the disposal of property of the government. In terms of the Act a member of the Tender Board or an official dealing with a submission to the Tender Board, who has or intends to acquire a direct or indirect personal interest in a tender or an agreement, shall in writing declare the nature, extent and particulars of such interest to the Board and may not participate in the discussion or vote on such a tender. A new law the Public Procurement Act, 2015 (Act No.15 of 2015) which is to replace the above-mentioned law, has been enacted and the same will shortly come into operation.

- **Companies Act, 2004 (Act No. 28 of 2004)**

The Act regulates the establishment and operation of companies, including the judicial management and liquidation of companies. The Act obligates a director of a company to disclose a direct or indirect interest in a proposed contract entered into by the company or a contract already entered into by the company. Failure to do so constitutes a criminal offence. The same is true for officers of the company who have been authorised to enter into a contract on behalf of the company. The Act also deals with the offence of inside trading, which is the practice of dealing in the securities of a company with the intent of profiting on the strength of information not yet disclosed to shareholders.

- **Electoral Act, 2014 ( Act No. 5 of 2014)**

Chapter 4 of the Act makes extensive provision for increased transparency and accountability in political party financing and addresses vote buying in section 181. The Act regulates foreign, domestic and public funding of political parties, prescribes audits of political party finances and highlights sanctions for non-compliance.

## 2.2 The Policy Framework

Vision 2030 is the Government's overarching long-term plan for the country, which is to create "a prosperous and industrialised Namibia developed by her human resources enjoying peace, harmony and political stability by 2030". Vision 2030 foresees that: "Corruption, tribalism, intolerance, racism and poverty on the part of officials and the citizenry in general will have virtually disappeared from Namibian society" by 2030.

The Fourth National Development Plan (NDP4), running from 2012 to 2017, supports Vision 2030 and obligates the Government to continue its fights against corruption:

*“The government is also required to be fully committed to addressing corruption at all levels. In this regard, the Anti-Corruption Commission, in liaison with existing structures such as the Namibian Police, the courts, the Ombudsman, and Parliament, should forcefully deal with corruption with a view to root it out. In addition, institutions within the public and private sectors should constantly be encouraged to adhere to the principles of good corporate governance. Moreover, a code of ethical conduct should be set up as regards service delivery, which emphasises adherence to the principles of good corporate governance, increased transparency, openness, accountability and increased participation by citizens in order to prevent and expose corrupt practices.”*

### 2.3 International and Regional Obligations

Namibia has signed and ratified the following regional and international anti-corruption instruments:

- **Southern African Development Community (SADC) Protocol against Corruption**

Namibia signed the Protocol on 14<sup>th</sup> August 2001 and Parliament ratified it on 27<sup>th</sup> April 2004. The Protocol aims to encourage the development of anti-corruption mechanisms at national level, promote cooperation in the fight against corruption among governments, and harmonise anti-corruption legislation on the region. A committee consisting of states parties oversees its implementation.

- **African Union (AU) Convention on Preventing and Combating Corruption**

This Convention came into force internationally on the 5<sup>th</sup> of August 2006, was signed by Namibia on the 9<sup>th</sup> of December 2003 and ratified by Parliament on the 27<sup>th</sup> of April 2004. The Convention aims to strengthen the development of anti-corruption mechanisms; facilitate and regulate cooperation among governments; and develops and harmonises policies and domestic legislation relating to corruption.

- **United Nations (UN) Convention against Transnational Organised Crime**

This Convention came into force internationally on 29<sup>th</sup> September 2003. Namibia signed the Convention on the 13<sup>th</sup> of December 2000 and ratified it on the 16<sup>th</sup> of August 2002. The Convention commits states to introduce a range of measures including the creation of domestic criminal offences; the adoption of frameworks for mutual legal assistance; extradition; law enforcement; law enforcement cooperation; technical assistance and training.

- **United Nations (UN) Convention against Corruption**

This Convention came into force internationally on the 14<sup>th</sup> of December 2005. Namibia signed the Convention on the 9<sup>th</sup> of December 2003 and Parliament ratified it on the 27<sup>th</sup> of April 2004. The Convention aims to strengthen the development of anti-corruption mechanisms; facilitate and regulate cooperation among governments; and develop and harmonise policies and domestic legislation relating to cooperation. It is an obligation by State Parties to the United Nations Convention against Corruption (Article 5) to develop a NACS based on a wide consultative process.

### 3. STRATEGIC AND SPECIFIC OBJECTIVES AND ACTIONS

The Government of the Republic of Namibia aims to eradicate the opportunities for corruption through the NACS, which makes provision for the implementation of various preventative and public education measures and makes corruption a high risk venture through effective law enforcement and deterrence mechanisms.

The development and attainment of a national integrity system as envisioned in this strategy will consist of laws, institutions, values and strategies designed to promote integrity and ethical behaviour and to prevent and combat corruption on a long-term sustainable basis with a focus on -

- prevention, which includes vulnerability assessments and integrity systems;
- education, and awareness;
- deterrence, including investigation, prosecution and adjudication; and
- collaboration between stakeholders and institutions nationally and internationally.

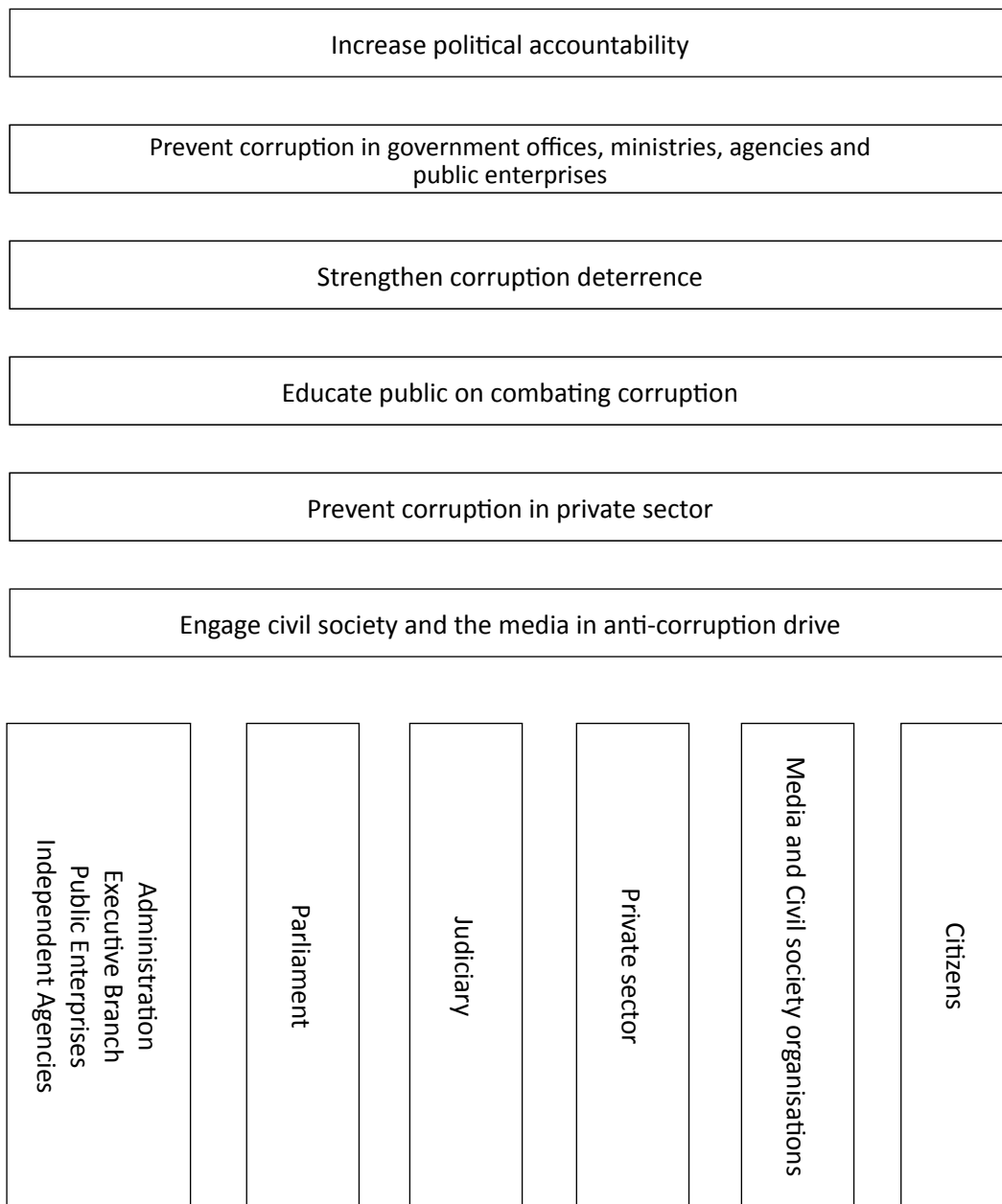
The overall objective of the NACS is to contribute to an environment in Namibia adverse to corruption through the implementation of the Namibia Action Plan for the implementation of the National Anti-Corruption Strategy 2016 – 2019, which forms part of the NACS and will be realised through the achievement of the following six strategic objectives:

- To increase the level of political accountability;
- to prevent corruption in government offices, ministries, agencies and State-owned enterprises;
- to strengthen efforts to deter corruption;
- to conduct extensive anti-corruption education;
- to prevent corruption in the private sector; and
- to engage civil society and the media in combating corruption.

The overall goal and objectives of the strategy reflect the provisions of Vision 2030, which call for society, its individuals, groups and organisations in all sectors to cooperate with Government and its agencies at local, regional and national levels in order to consolidate democratic ideals and create synergy in development efforts so as to maximise the social and economic benefits for the beneficiaries.

The fight against corruption through these strategic objectives rest on a number of institutional pillars, which jointly support their attainment.

**FIGURE 1: INSTITUTIONAL ANTI-CORRUPTION PILLARS**



If either of the pillars depicted crumbles, the overall NACS will be weakened.

The following sections outline the rationale behind these objectives and identify specific actions that stakeholders will be required to embark upon to implement this NACS. A summary action plan matrix, which includes possible indicators of achievement, is presented thereafter.

## Strategic Objective 1: Increasing the level of political accountability

It is imperative that political parties be held to high standards of accountability. It is political parties that are elected by the electorate to form the government of the day. Political parties ought to demonstrate an exemplary standard of accountability.

Chapter 4 of the Electoral Act, 2014 makes provision for a comprehensive regulation of political party financing and accountability by political parties. This includes a provision for the annual declaration by political parties of their assets and liabilities to the Electoral Commission of Namibia (ECN), which should also include the sources of funds (section 139). Such declarations are open for inspection by the public. Furthermore, section 140 of the Act requires the keeping of an accurate and permanently maintained record of any contribution, sources of funds and assets as well as audited financial statements, which are open for inspection at the ECN. Part 3 of Chapter 4 regulates the public funding of parties, while section 181 prohibits the buying of votes by political parties.

Political parties are encouraged, and will through this NACS be made aware of the impact of these regulations relating to transparency and accountability, especially within the context of an evolving and maturing democratic dispensation, on their levels of support, and thus introduce proper internal structures; to strengthen bookkeeping and reporting structures and capacities and develop sound policies regarding internal and external disclosure of financial matters; and to strive to develop and adopt more democratic and professional internal cultures. At the same time it will be endeavoured to constantly ascertain how effective regulations can be implemented.

This issue will be addressed as follows:

### *Specific Objective 1.1: Increasing the transparency of political party financing*

Action 1.1.1: Annual reviews on whether provisions of party transparency as contained in Chapter 4 of the Electoral Act, 2014 have been complied with. Annual reports thereon will be published and submitted to Parliament. Each report will investigate any reasons for non-compliance and will offer solutions.

Responsibility: ECN, ACC.

Action 1.1.2: Ensure that political parties comply with the relevant sections of the Electoral Act, 2014.

Responsibility: ECN.

Action 1.1.3: Post-election reports, will be compiled immediately following each election and will contain recommendations for possible improvement of the legislation or subordinate legislation. Reports will be published.

Responsibility: ECN.



## **Strategic Objective 2: Preventing corruption in government offices, ministries, agencies and public enterprises**

An important building block of the Government of Namibia's NACS consists of reforms in the internal management of public resources and administration to reduce opportunities and incentives for corruption, while minimising wastages in public institutions. The prevention of corruption in government offices, ministries and agencies (O/M/As) and in public enterprises (PEs) will receive the highest priority through activities as described in this NACS. Greater public oversight will play a key role in this process.

Reforming public sector management and public finance will be conducted through addressing the following specific objectives:

*Specific Objective 2.1: Addressing public institutions' specific vulnerabilities by systematic implementation of preventative measures*

**Action 2.1.1:** Periodic review of public sector systems to ensure that they uphold the principles of good governance.

**Responsibility:** Office of the Prime Minister (OPM), Public Service Commission (PSC).

**Action 2.1.2:** Design and implement a risk-assessment test on corruption vulnerabilities in O/M/As and PEs in three pilot institutions. Based on the assessments, an integrity plan for each of the pilot institutions will be designed and the results be made publicly available. Based thereon, the assessment test will be adjusted and implemented in all O/M/As and PEs. Reports and integrity plans based on assessments will be made publicly available.

**Responsibility:** ACC, OPM, Permanent Secretaries (PSs) of all O/M/As, Boards of PEs.

**Action 2.1.3:** A one-page integrity pledge will be designed through a consultative process for each of the institutions referred to in paragraph 2.1.2 and adopted by such institutions. This pledge will illustratively list a set of positive principles and values to guide ethical conduct, including integrity, honesty, objectivity and impartiality.

**Responsibility:** ACC, OPM, PSs of all O/M/As, Boards of PEs.

**Action 2.1.4:** An integrity committee consisting of staff members of an O/M/A or PEs will be appointed by the accounting officer of any such institution. Any such committee will be charged with overseeing the implementation of integrity systems and plans, complying with provisions thereof and compiling annual ethics and transparency reports. The integrity committee members will also assist colleagues in maintaining their personal integrity.

**Responsibility:** ACC, OPM, PSs of all O/M/As, Boards of PEs.

**Action 2.1.5:** Implement compulsory annual ethics training for staff of O/M/As and PEs.

Ethics training will also form part of induction programmes for new staff.

Responsibility: ACC, OPM, NIPAM, PSs of all O/M/As, Boards of PEs, Namibia Institute for Public Administration and Management (NIPAM), Integrity Committees.

*Specific Objective 2.2: Increasing institutional transparency by increasing the availability of public data made available by public authorities*

Action 2.2.1: Access to Information legislation, will be introduced to ensure access to public information and transparency of decision-making processes to further provide for relevant action to protect information.

Responsibility: OPM, Law Reform and Development Commission (LRDC), Ministry of Information and Communication Technology (MOICT), MOJ.

Action 2.2.2: Continuously improving e-governance, e-administration and e-justice solutions as platforms for citizens accessing information in public institutions.

Responsibility: OPM, MOICT, PSs of all O/M/As, Boards of PEs.

Action 2.2.3: Implementing civic education programmes for promoting ethics, integrity, openness and access to and protection of information through relevant educational media and the establishing of regional access centres.

Responsibility: MOICT, ACC, NIPAM.

*Specific Objective 2.3: Enhancing transparency and integrity specifically in Public Enterprises*

PEs play a significant role in service delivery, procurement, infrastructure development and employment in Namibia. Hence, Government will put measures in place to enhance transparency and integrity in PEs through the following actions:

Action 2.3.1: Standardise regulations and policies for PEs.

Responsibility: OPM, Ministry of Public Enterprises (MOPE), and other relevant offices ministries and agencies.

Action 2.3.2: Reports and data on the conduct and performance of all PEs are made available publicly in accordance with the relevant law.

Responsibility: MOPE.

*Specific Objective 2.4 Strengthening the integrity and transparency of the Judiciary*

An independent, competent and clean legal system is key to every anti-corruption strategy.

Strengthening the Judiciary from within, as well as providing all the safeguards for its independence vis-à-vis other public officials and private actors, is essential in combating and preventing instances of judicial corruption.

Namibia's Judiciary is widely regarded as independent, however, the Judiciary system should be

supported to expedite the finalisation of cases of corruption, the following actions are envisaged:

Action 2.4.1: An analysis of the judicial management systems in Namibia will be conducted to ascertain the degree of data generation and also to what extent such data is being used to streamline the efficiency of the Judiciary.

Responsibility: Judiciary, Ministry of Justice (MOJ).

Action 2.4.2: Adequate resources availed to the Judiciary to ensure that the courts have sufficient and well-trained staff, as well as the necessary infrastructural resources and facilities sufficient and necessary for the effective and efficient operation of the courts.

Responsibility: MOJ, Judiciary, JSC, MC.

#### *Specific Objective 2.5 Strengthening the integrity and transparency of Parliament*

Parliament can play a crucial role in overseeing the actions of the executive branch of Government and thus help reduce corruption. Their power is built on the fact that they can hold state institutions accountable, represent the people at the highest level of government and exercise legislative powers, which they can utilize to press for effective anti-corruption legislation. In order to do so, though, Parliament itself must strive to the highest degree of accountability, integrity, openness and ethics. This will be pursued through the following:

Action 2.5.1: Resources availed to Parliament, within the means of the State, to ensure that Parliament carries out its oversight role effectively.

Responsibility: Ministry of Finance (MOF), Parliament.

Action 2.5.2: Parliament will annually publish a report on compliance with their specific rules on asset disclosure.

Responsibility: Parliament through its integrity committees.

Action 2.5.3: Training courses on best practices will be developed and offered to MPs and staff.

Responsibility: Parliament through its integrity committees, NIPAM.

Action 2.5.4: Periodical public seminars, consultations and public debates will be facilitated to disseminate best practices on integrity amongst MPs and discuss topical issues related to integrity and corruption.

Responsibility: Parliament through its integrity committees, NIPAM.

#### *Specific Objective 2.6 Support to public procurement system reform*

Procurement, or the awarding of contracts for the purchase of goods and services, is an area that is potentially vulnerable to corruption. Corruption in procurement can take the form of bribery and unlawful commissions and kickbacks, preparing specifications in such a way as to favour or disfavour a

particular contractor or supplier, making available insider or confidential information in order to assist a certain contractor supplier, abuse of tender exemption procedures, biased evaluation of tenders, collusion by bidders, self-dealing by employees of the contracting entity in awarding contracts directly or indirectly to companies owned by themselves, their families or friends without competition, supply of inferior or sub-standard goods, and inflating the cost of performance once the tender has been awarded.

The Government of the Republic of Namibia has therefore reformed its current public procurement system through the enactment of a new law, the Public Procurement Act, 2015, which is the result of an extensive stakeholder consultative process. The new Act has the following specific objectives:

- To maximise economy and efficiency in public procurement and obtain best value for public expenditure;
- to promote competition and foster participation in public procurement proceedings of qualified suppliers, contractors and consultants;
- to provide access to eligible and qualified providers of goods, works and services and fair and equitable treatment of bidders;
- to promote integrity, fairness, accountability and public confidence in the public procurement process;
- to achieve transparency in the procedures, process and decisions relating to public procurement;
- to optimise job creation through local sourcing and entrepreneurial development;
- to promote empowerment of previously disadvantaged persons;
- to promote capacity building in the field of public procurement.

Instead of a Tender Board, the new Act makes provision for the establishment of a Procurement Policy Unit, a Central Procurement Board of Namibia, Bid Evaluation Committees, and an Independent Review Panel.

As such, this Act, addresses the main weaknesses in the current system. This strategy will therefore support the implementation of the new legislation through the following actions:

Action 2.6.1: A public awareness programme on the new procurement legislation, will be conducted.

Responsibility: MOF, Public Procurement Entities.

Action 2.6.2: Training courses in public procurement for members of the Procurement Policy Unit, the Central Procurement Board of Namibia, the Bid Evaluation Committees, and the Independent Review Panel will be developed and presented.

Responsibility: MOF, NIPAM.

Action 2.6.3: Require of business enterprises who wish to tender for public procurement contracts to demonstrate that they have internal anti-corruption policies in place.

Responsibility: Public Procurement Entities.

Action 2.6.4: In line with Specific Objective 2.2 and in order to ensure public transparency in the awarding of tenders, deliberations by the Procurement Policy Unit, the Central Procurement Board of Namibia, the Bid Evaluation Committees, and an Independent Review Panel, as well as details on bids and awards will readily be made publicly accessible.

Responsibility: Integrity committees of the Procurement Policy Unit, the Central Procurement Board of Namibia, the Bid Evaluation Committees, and the Independent Review Panel.

*Specific Objective 2.7: Enhancing transparency and accountability in budget management*

Namibia has a relatively comprehensive legal framework for transparency and accountability in the budget process. The key provisions relating to the management of public resources are derived from the Constitution and the State Finance Act of 1991. The legal framework clearly sets out the relevant powers and duties of the various government role-players in the budget process, including those of the MOF, the NA, the Treasury, Accounting Officers and the Auditor-General (AG).

The budget drafting process in Namibia is strongly influenced by the National Development Plan, a constitutionally mandated policy framework that is drawn up every 5 years. The legal framework is further strengthened by additional policy tools, such as a Medium Term Expenditure Framework (MTEF) enhances transparency in the budget process.

The legal framework gives the Executive overall responsibility for the preparation of the budget. In practice, the budget drafting phase involves active cooperation amongst three institutions, namely the MOF, the National Planning Commission (NPC) and the Bank of Namibia, working closely with the OPM. Namibia's two houses of Parliament – the NA and the NC – are responsible to oversee the budget process and outcomes. The Legislatures have the clear authority to approve, reject or amend the Executive's budget proposals.

Budget implementation is the sole responsibility of the Executive. The legal framework provides adequate clarity about the respective roles and responsibilities of different role-players within the Executive for financial management, procurement and reporting. The Namibian Constitution makes provision for the independence of the AG, while the State Finance Act clearly sets out his/her powers and duties. The role of the Standing Committee on Public Accounts is also well-defined in principle and practice.

This NACS will contribute to the further strengthening of key elements that ensure accountability in budget management in Namibia.

The Government of the Republic of Namibia is committed to improve transparency and accountability in fiscal management, hence it is crucial to ensure full budget coverage and control. This will be pursued through the following actions:

Action 2.7.1: Reduce diversion of resources into non budgetary accounts.

Responsibility: MOF, Auditor-General.

Action 2.7.2: Strengthening of parliamentary and public oversight through audits and follow-up action on findings.

Responsibility: MOF, Auditor-General.

Action 2.7.3: Regular training on budget design and management with MPs and specifically Members of the Parliamentary Standing Committee on Public Accounts to strengthen the oversight function in this regard.

Responsibility: MOF, NA, NC, NIPAM.

Action 2.7.4: Complementing internal audits with independent external audits.

Responsibility: Auditor-General.

Action 2.7.5: Enhance budget transparency by:

- In-year reports to improve the amount of accessible information available on the budget
- Strengthening auditing of public institutions and ensuring that audit reports are produced on time

Responsibility: MOF, Auditor-General.

*Specific Objective 2.8: Ensuring decentralisation with accountability*

The Government of the Republic of Namibia has adopted a Decentralisation Policy in 1997, which led to the enactment of the Decentralisation Enabling Act, 2000 (Act No. 33 of 2000) aimed improving service delivery to citizens in the regions. The government is improving accountability at the local level for local expenditures and to the central government in cases where expenditures are only administered by the local level as a necessary first step. The aim of this objective is to ensure that functions to be decentralized can be implemented by regional and local authorities with the highest degree of integrity, accountability and transparency. Specific actions in support of this objective are as follows:

Action 2.8.1: Conduct an analysis at RCs and LAs of corruption-prone organisational policy gaps and develop internal integrity systems.

Responsibility: ACC, Integrity committees in Local Authorities (LAs) and Regional Councils (RCs), Ministry of Urban and Rural Development (MOURD).

Action 2.8.2: Annual ethics training for RCs and LAs councillors and staff.

Responsibility: ACC, Integrity committees in LAs, RCs, MOURD, NIPAM.

Action 2.8.3: Ensure RCs and LAs capacity in financial management and auditing.

Responsibility: ACC, Integrity committees in LAs, RCs, MOURD, NIPAM, Auditor-General.

Action 2.8.4: Organising periodical consultations and public debates for promoting the best anti-corruption practices within local and regional authorities and increasing citizens' confidence.

Responsibility: ACC, Integrity committees in LAs, RCs, MOURD, Association of Local Authorities in Namibia (ALAN), Association of Regional Councils (ARC).

*Specific Objective 2.9 Ensuring financial and asset disclosure for public officials*

Financial and asset disclosure programmes help to curb corruption in two ways: 1) preventing conflict of interest by alerting managers to a potential conflict between an employee's duties and his or her personal financial interests and 2) aiding the enforcement of anti-bribery and financial crime laws by revealing changes in an employee's wealth. This NACS therefore makes provision for a standardised management of financial and asset disclosure throughout the public service in the following six specific categories:

- Members of Parliament
- Other Public Office-Bearers
- Judges
- Members of the Central Procurement Board of Namibia
- Public Servants
- Employees of PEs

Action 2.9.1: Conduct wide consultations with stakeholders to design a standardised system of financial and asset management, including a disclosure form to be used throughout O/M/As, PEs, RCs and LAs.

A plan for the gradual phasing in of a financial and asset declaration system will also be designed. The relevant regulatory frameworks will be amended accordingly to make provision for the annual declaration of assets by public officials.

Responsibility: ACC, Integrity committees in O/M/As, PEs, RCs, LAs, OPM and LRDC.

Action 2.9.2: Training and counselling on compliance and conflict of interest.

Responsibility: ACC, Integrity committees.

Action 2.9.3: Submissions will be verified, and violators investigated and acted against.

Responsibility: ACC, Integrity committees.

### **Strategic Objective 3: Strengthening efforts to deter corruption**

While a well-functioning, competent and clean judiciary is key in upholding the rule of law on a day-to-day basis, anti-corruption laws are an effective means of this anti-corruption strategy. Anti-corruption laws work to deter corrupt actions, prosecute corruptors and resurrect a sense of justice.

Two considerations will be taken into account with regard to effective anti-corruption laws:

- The laws should match the enforcement capacity of Namibia's institutions. Laws should be easy to understand and unequivocal in their applicability.

- Bright-line rules which are easy to understand and apply but come at the cost of reduced flexibility will be introduced, and may include a ban on hiring of relatives or friends regardless of qualification; a ban on receiving any gift in excess of a small set value or a mandatory declaration of assets.

An important object of the NACS in Namibia is the creation of an environment in which citizens are unwilling to tolerate corruption and unethical conduct. This requires, amongst others, the establishment of mechanisms for receiving complaints of corruption, unethical conduct and malpractice and of legal protection for those who lodge the complaints.

The Namibian Anti-Corruption Act, 2003 provides for an extensive armoury in Namibian's fight against corruption. This legislation will, however, be significantly strengthened through the addition of the following actions:

*Specific Objective 3.1 Strengthening the Anti-Corruption Commission*

The following measures will be taken to further strengthen the Anti-Corruption Commission in Namibia and to ensure that it meets its mandate to the largest extent:

Action 3.1.1: Competent ACC staff are retained and, where necessary, recruited .

Responsibility: ACC, PSC.

Action 3.1.2: Strengthen ACC's effectiveness as a preventative anti-corruption body through sufficient resources to enable the ACC to strengthen its investigation, prevention, educational and research capacity.

Responsibility: ACC, MOF.

Action 3.1.3: Strengthen ACC's capacity to increase its campaigns on the dissemination of information on the prevention of corruption.

Responsibility: ACC.

Action 3.1.4: The capacity of the ACC will be strengthened through extensive joint training of investigators and prosecutors.

Responsibility: ACC, MOJ.

Action 3.1.5: Conduct a study to ascertain what the delays are in implementing justice in corruption cases, the reasons for the delays and recommendations to eliminate unnecessary delays.

Responsibility: ACC, MOJ/Judiciary, MC.

*Specific Objective 3.2: Strengthening anti-corruption legislation*

Action 3.2.1: Amend the Anti-Corruption Act, 2003 to include the solicitation for or acceptance of a bribe by a foreign public official or an official of a public international organisation as a criminal offence.



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Responsibility:	MOJ, LRDC, ACC.
Action 3.2.2:	Combat illicit enrichment, inclusive of enabling tax authorities to conduct lifestyle audits.
Responsibility:	MOF, ACC, FIC, MOJ.
Action 3.2.3:	Amend the Anti-Corruption Act, 2003 to include embezzlement by a person in the private sector as a corrupt practice.
Responsibility:	MOJ, LRDC, ACC.
Action 3.2.4:	Amend the Criminal Procedure Act, 1977 to include corruption in the list of offences provided for in Schedule 1 and Part IV of Schedule 2 to the Act.
Responsibility:	MOJ, LRDC.
Action 3.2.5:	Amend the Prevention of Organised Crime Act, 2004 (POCA) to align it with the Anti-Corruption Act, 2003. In particular the definitions of “authorised member of police” and “member of the police” should be extended to include authorised officers of ACC, to enable such officers to enforce POCA.
Responsibility:	MOJ, LRDC.
Action 3.2.6:	Develop legislation on witness protection and whistle-blower protection.
Responsibility:	MOJ, LRDC, ACC.
Action 3.2.7:	Develop legislation on public procurement to make provision for a register of business entities and individuals who are barred from undertaking government-related work due to previous irregularities and dishonesty or corruption convictions.
Responsibility:	MOJ, LRDC, MOF, ACC.
Action 3.2.8:	Review and amend Namibia’s Extradition Act to simplify extradition procedures to ensure that Namibia does not become a haven for fugitives.
Responsibility:	MOJ, LRDC.
Action 3.2.9:	Develop legislation enabling mutual legal assistance to be afforded to other states in terms of identifying, freezing and tracing proceeds of crime and the recovery of assets. The legislation would also make provision for a mechanism to enable the effective organisation of joint investigations involving other state parties.
Responsibility:	MOJ, LRDC, FIC.
Action 3.2.10:	Develop and enact an Audit Bill to ensure Auditor-General reports are followed by rectified accounts and actions to hold officials accountable.

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Responsibility: MOF, LRDC.

*Specific Objective 3.3: Addressing public institutions' specific vulnerabilities*

Action 3.3.1: The Public Service Staff Rules will be amended to extend the definition of "major offences" to include corrupt practices as contemplated in Chapter 4 of the Anti-Corruption Act, 2003.

Responsibility: OPM, LRDC.

Action 3.3.2: Review progress made on preventing the laundering of the proceeds of crime .

Responsibility: FIC, MOJ, MOSS.

## **Strategic Objective 4: Conducting extensive anti-corruption education**

A corruption-free society needs to be an informed society. A nation-wide civic education strategy on corruption will thus be designed and implemented through the following actions:

*Specific Objective 4.1: Developing an anti-corruption component of training curricula for personnel of public institutions*

Action 4.1.1: Ensuring the participation of public servants at periodical training courses on ethical and behavioural norms.

Responsibility: OPM, PSs; Integrity Committees, NIPAM.

Action 4.1.2: Incorporating modules on integrity and ethics in formal management development programmes for the public service.

Responsibility: NIPAM.

*Specific Objective 4.2: Increasing the degree of public awareness on the impact of corruption*

Action 4.2.1: Organising anti-corruption public debates at national, regional and local levels.

Responsibility: ACC.

Action 4.2.2: Introducing the anti-corruption theme in the civic life skills subject in schools.

Responsibility: MOE, National Institute for Educational Development (NIED), ACC.

Action 4.2.3: Implementing a training programme on ethics, integrity and anti-corruption for school teachers.

Responsibility: MOE, NIED, ACC.

Action 4.2.4: Development and implementation of an educational communication strategy through print, electronic and social media to convey information on corruption and the risks and consequences of corruption.

Responsibility: ACC.

Action 4.2.5: Initiating and carrying out common projects and programmes with an anti-corruption content with NGOs.

Responsibility: ACC, NGO.

## Strategic Objective 5: Preventing corruption in the private sector

*Specific Objective 5.1: Ensure transparency in the extractive and the fishing and other living marine resources industries*

Given that Namibia could be on the verge of striking major reserves of oil and possibly gas in the future, corruption within the sectoral licensing dispensations would create conditions that have seen other countries descend into what is referred to as the 'resource curse'. Furthermore, due to the fact that Namibia is bordering an upwelling system endowed with rich grounds of fish and other living marine resources, these resources have the potential of generating wealth to the nation through prudent management and sustainable utilization. In this climate, transparent licensing in the extractive sector and transparent rights and quota allocations within the fishing industry and/or other living marine resources industries are important with a view to ensuring the best possible governance of these systems and processes in the interest of future generations of Namibians. The Government of Namibia is committed to ensure transparency and accountability in the extractive and the fishing and other living marine resources industries through four areas:

- Legislative and institutional arrangements that facilitate transparency, accountability, open and fair competition;
- public information disclosure;
- checks and oversight mechanisms that encourage integrity and guard against conflict of interest; and
- a conducive enabling environment based on accountability, government effectiveness, rule of law, integrity and transparency.

Current challenges in the regulation of the extractive and the fishing and other living marine resources industries will be addressed through the following specific actions:

Action 5.1.1: Assess and align current legislation and subordinate legislation with international extractive and fishing and other living marine resources industry standards.

Responsibility: ACC, Ministry of Mines and Energy (MME), Ministry of Fisheries and Marine Resources (MFMR), Ministry of Home Affairs and Immigration (MHI).

Action 5.1.2: Develop proper mechanisms for the transparent and equitable allocation of mining and exploration licences and fishing and other living marine resources rights and/or quotas.

- Responsibility: MME, MFMR.
- Action 5.1.3: Incorporate specific access to information components applicable to the extractive and fishing other living marine resources industries into Access to Information legislation.
- Responsibility: MME, LRDC, MFMR.
- Action 5.1.4: Ensure transparency compliance with international extractive industry standards set by amongst others EITI by training the relevant officials and by amending existing, or incorporating additional, regulatory measures.
- Responsibility: MME, ACC.
- Action 5.1.5: Improve on the implementation of current policy and regulatory framework in tangent with the UN Food and Agriculture Organization (FAO) Code of Conduct on Responsible Fishing Practices.
- Responsibility: MFMR, MOJ.
- Action 5.1.6: Provide public education on the extractive and fishing and other living marine resources industries.
- Responsibility: MME, MFMR.
- Action 5.1.7: Extractive and fishing and other living marine resources industries to adopt and implement specific anti-corruption and transparency policies and procedures.
- Responsibility: MME, MFMR.
- Action 5.1.8: National grievance and dispute resolution mechanisms w.r.t the extractive and fishing and other living marine resources industries will be established.
- Responsibility: MME, MFMR.

*Specific Objective 5.2: Supporting transparency and integrity in private enterprise*

Weak institutions for corporate governance not only result in inefficiency, they encourage corruption. Poorly governed managers may use their positions to extract favours from the state which they can later expropriate, rather than reinvest into restructuring their own firms, to avoid sharing their gains with other stakeholders. Business associations are a means of engaging in collective action, providing a more powerful since unified voice and protecting the single firm from potential backlashes or competitive disadvantages while pursuing ethical business practices. Business associations can serve as a legitimate instruments to represent collective interests in the formulation of law and policy.

In Namibia, the Namibia Chamber of Commerce and Industry (NCCI) will be assisted through the following actions:

- Action 5.2.1: Conduct assessment to ascertain ways to simplify beaurocratic procedures for service to private enterprises.

Responsibility:	Ministry of Industrialisation, Trade and SME Development (MITSD).
Action 5.2.2:	Assist enterprises in the private sector to develop internal integrity systems, compliance procedures and ethics codes.
Responsibility:	NCCI.

## **Strategic Objective 6: Engaging civil society and the media in combating corruption**

As stakeholders in good governance and as institutions mediating between the state and the public, the Government of the Republic of Namibia recognises that organisations that comprise civil society citizen groups, non governmental organizations, trade unions, business associations, think tanks, academia, religious organisations and the media can have an important role to play in constraining corruption. Independent Civil Society Organisations (CSOs) and the media, as independent actors representing the interests of the general public, are uniquely positioned to assist the Government to bring to light cases of corruption. This may be achieved through the following actions:

### *Specific Objective 6.1: Supporting transparency in civil society*

Action 6.1.1 It will be endeavoured to continuously engage relevant CSOs to assist in civic education and research on anti-corruption issues.

Responsibility: National Anti-Corruption Steering Committee (NACSC), ACC.

Action 6.1.2: Review existing legal and regulatory environment for civic organisations to provide a parallel, complementary voluntary registration system for CSOs and simplify the formal registration of CSOs as provided for in the Civic Organisations Partnership Policy of 2005.

Responsibility: NPC.

Action 6.1.3: Encourage transparency initiatives through the development and implementation of comprehensive CSOs codes of conduct on ethics, anti-corruption and transparency, as well as the design and implementation of integrity systems for CSOs.

Responsibility: MOJ, MITSD, ACC, NANGOF.

### *Specific Objective 6.2: Supporting the role of the media*

A free and open media helps expose levels of corruption by uncovering and shedding light on abuses. The media can play a vital role in terms of exposing corruption, raising public awareness, enforcing and maintaining professional standards. The internet and various social media provide unprecedented opportunities of disseminating knowledge and increasing transparency across national borders in a timely fashion at low cost.

Action 6.2.1: Continue to build and maintain an enabling environment for a free media in line with the Namibian Constitution.

Responsibility: All public institutions.

Action 6.2.2: Encourage the media to design and implement internal media codes of conduct on ethics, anti-corruption and transparency, as well self-regulation in reporting on corruption issues.

Responsibility: MOJ, MOICT, ACC, Media Ombudsman, Editors Forum.

Action 6.2.3: Ensure ongoing training of investigative journalists as a priority.

Responsibility: Editors Forum, NUST Journalism School, UNAM.

#### **4. IMPLEMENTATION AND COORDINATION**

The implementation and coordination of the NACS will be the responsibility of a NACSC. The first meeting of the NACSC will be convened by the Office of the Prime Minister (Secretary to Cabinet) who will invite representatives from each of the following institutions:

- The Office of the President
- The Office of the Prime Minister
- The Office of the Attorney-General
- Ministry of Safety and Security (NAMPOL)
- Ministry of Information and Communication Technology
- Ministry of Public Enterprises
- The Ministry of Justice
- The Ministry of Finance
- The Ministry of Urban and Rural Development
- The Parliament
- The Office of the Ombudsman
- The Auditor-General
- The Anti-Corruption Commission
- The Media Ombudsman
- The Editors Forum
- The Namibia Chamber of Commerce and Industry
- The Namibia Employers' Federation
- The Financial Intelligence Centre
- The National Youth Council
- The Council of Churches in Namibia
- NANGOF

This NACSC will be overseeing the implementation of the NACS under the auspices of the ACC, which will chair and ensure periodic meetings and regular reports to be made available to the public. Specifically, the NACSC will have the following objectives:

- To be the core body, responsible for overseeing the implementation of the NACS;
- to establish standing sub-committees and *ad hoc* committees (where needed) to monitor and oversee the implementation of specific NACS actions;
- to make recommendations and express opinions on policy-making and administrative guidelines;
- to coordinate with public sector agencies, the private sector and civil society;
- to expand activities in accordance with the NACS;
- to develop a comprehensive monitoring and evaluation system with relevant indicators and to periodically monitor and evaluate progress in the implementation of the NACS according to such system; and
- to compile an annual report to OPM on progress with regard to the implementation of the NACS.

The first task in this regard will be that the NACSC will be publicly launched, at which occasion the members of the NACSC will also be introduced to the public.

## **5. NAMIBIA ACTION PLAN FOR THE IMPLEMENTATION OF THE NATIONAL ANTI-CORRUPTION STRATEGY 2016 – 2019**

The table overleaf outlines the salient aspects of the NACS, including its expected outcomes. A column listing possible indicators of achievement has also been added. These indicators and their associated targets will be developed further through the NACSC, and will form the basis for ongoing monitoring and later evaluation of the NACS's implementation progress and impact.

**NAMIBIA ACTION PLAN FOR THE IMPLEMENTATION OF THE  
NATIONAL ANTI-CORRUPTION STRATEGY  
2016-2019**



**NAMIBIA ACTION PLAN FOR THE IMPLEMENTATION OF THE NATIONAL ANTI-CORRUPTION STRATEGY**

**2016 – 2019**

Action	Description	Indicators	Sources of verification	Risks	Responsible	Resources	Time frame
<b>Strategic Objective 1 - Increasing the level of political accountability</b>							
<b>Specific Objective 1.1: Increasing the transparency of political party financing</b>							
1.1.1	Annual reviews on whether provisions of party transparency as contained in Chapter 4 of the Electoral Act, 2014 have been complied with. Annual reports thereon will be published and submitted to Parliament. Each report will investigate any reasons for non-compliance and will offer solutions	Number of reports published and submitted to Parliament	Political party documentation	Parties unwilling to cooperate	ACC	ECN budget	2 <sup>nd</sup> Quarter of every year
1.1.2	Ensure that political parties comply with the relevant sections of the Electoral Act, 2014.	Number of training workshops presented	Workshop notes and minutes	Unwillingness by parties to cooperate	ECN	ECN budget	Annually
1.1.3	Post-election reports, will be compiled immediately following each election and will contain recommendations for possible improvement of the legislation or subordinate legislation. Reports will be published	Number of reports published Number of recommendations for regulatory reform made	Consultations	Difficulties in discovering and investigating irregularities	ECN	ECN budget	Immediately subsequent to each election held

Action	Description	Indicators	Sources of verification	Risks	Responsible	Resources	Time frame
<b>Strategic Objective 2 - Preventing corruption in government offices, ministries, agencies and public enterprises</b>							
<b>Specific Objective 2.1: Addressing public institutions' specific vulnerabilities by systematic implementation of preventative measures</b>							
2.1.1	Periodic review of the public sector systems to ensure that they uphold the principles of good governance	Number of reforms made	Assessments Reports	Lack of systematic collection mechanism for the required data	OPM PSC	OPM Budget	3 <sup>rd</sup> Quarter 2016 and annually thereafter
2.1.2	Design and implement a risk-assessment test on corruption vulnerabilities in O/M/As and PEs in three pilot institutions. Based on the assessments, an integrity plan for each of the pilot institutions will be designed and the results be made publicly available. Based thereon, the assessment test will be adjusted and implemented in all O/M/As and PEs. Reports and integrity plans based on assessments will be made publicly available	Number of risk-assessments conducted	Self-assessment data	Lack of systematic collection mechanism for the required data Self-assessments need to be developed	ACC OPM PSs of O/M/As Boards of PEs	Ministerial / PEs budgets	2 <sup>nd</sup> Quarter 2016: Pilot phase in 3 institutions completed Roll-out thereafter to be completed by end of 2019
2.1.3	A one-page integrity pledge will be designed through a consultative process for each of the institutions referred to in paragraph 2.1.2 and adopted by such institutions. This pledge will illustratively list a set of positive principles and values to guide ethical conduct, including integrity, honesty, objectivity and impartiality	Number of consultations held Number of integrity pledges designed and adopted	Reports	Insufficient human resources for performing the assessment	ACC OPM PSs of O/M/As Boards of PEs	Ministerial / PEs budgets	2 <sup>nd</sup> Quarter 2016: Commencement of integrity pledge design and adoption phase Completion of such phase by end of 2019

2.1.4	An integrity committee consisting of staff members of an O/M/A or PEs will be appointed by the accounting officer of any such institution. Any such committee will be charged with overseeing the implementation of integrity systems and plans, complying with provisions thereof and compiling annual ethics and transparency reports. The integrity committee members will also assist colleagues in maintaining their personal integrity	Number of integrity committees Number of annual ethics and transparency reports made publicly available	Annual reports	Unwillingness by staff to cooperate	ACC OPM PSS of O/M/As Boards of PEs	Ministerial / PEs budgets	2 <sup>nd</sup> Quarter 2016: Commencement of the setting up of integrity committees in all O/M/As and PEs. Annual ethics and transparency reports published as from the 2 <sup>nd</sup> quarter 2016
2.1.5	Implement compulsory annual ethics training for staff of O/M/As and PEs. Ethics training will also form part of induction programmes for new staff	Number of training sessions Number of staff trained	Annual ethics report by O/M/As and PEs	Lack of implementation	ACC OPM PSS of O/M/As Boards of PEs NIPAM Integrity Committees	Ministerial / PEs and NIPAM budgets	2 <sup>nd</sup> Quarter 2016: Training and induction modules finalised. Annual training in O/M/As and PEs thereafter.

Specific Objective 2.2: Increasing institutional transparency by increasing the availability of public data made available by public authorities									
2.2.1	Access to information legislation, will be introduced to ensure access to public information and transparency of decision-making processes to further provide for relevant action to protect information	Number of public hearings held on the issue Number of inputs received Number of recommendations made Bill drafted and tabled Number of requests for information from the public	Reports	Lack of systematic collection mechanism for the required data	OPM MOICT LRDC MOJ	OPM, MOJ and MOICT budgets	2 <sup>nd</sup> Quarter 2016: Public hearings completed 3 <sup>rd</sup> Quarter 2016: Report with recommendations finalised 4 <sup>th</sup> Quarter 2016: Draft bill tabled		
2.2.2	Continuously improving e-governance, e-administration and e-justice solutions as platforms for citizens accessing information in public institutions	Number of developed platforms Number of users Frequency of use	Official websites Activity reports	Insufficient human resources Technical problems	OPM, MOICT PSS of O/M/As Boards of PES	Ministerial budgets	4 <sup>th</sup> Quarter 2018		
2.2.3	Implementing civic education programmes for promoting ethics, integrity, openness and access to and protection of information through relevant educational media and the establishing of regional access centres	Number of campaigns Number of persons reached Number of regional access centres established	Reports Media	Failure to provide the necessary resources	MOICT ACC NIPAM	MOICT, ACC and NIPAM budgets	1 <sup>st</sup> Quarter 2017: Civic education programmes designed and implemented 4 <sup>th</sup> Quarter 2019: Regional Access Centres in each region established		

<b>Specific Objective 2.3: Enhancing transparency and integrity specifically in Public Enterprises</b>							
2.3.1	Standardise regulations and policies for PEs	Standardised regulations and policies published	Gazette	Failure to provide the necessary resources	OPM MOPE and other relevant offices ministries and agencies	OPM MOPE and other relevant offices ministries and agencies budgets	4 <sup>th</sup> Quarter 2016
2.3.2	Reports and data on the conduct and performance of all PEs are made available publicly in accordance with the relevant law	Number of reports	Reports	Insufficient human resources Low level of participation	MOPE		1 <sup>st</sup> Quarter 2017: First report due, annually thereafter
<b>Specific Objective 2.4: Strengthening the integrity and transparency of the Judiciary</b>							
2.4.1	An analysis of the judicial management systems in Namibia will be conducted to ascertain the degree of data generation and also to what extent such data is being used to streamline the efficiency of the Judiciary	Analytic report produced Number of Magistrates' Courts linked to NAMCIS system E-Justice fully functional at High Court level	Consultations Documents	Lack of implementation	Judiciary MOJ	Judiciary budget	3 <sup>rd</sup> Quarter 2016 and annually thereafter
2.4.2	Adequate resources availed to the Judiciary to ensure that the courts have sufficient and well-trained staff, as well as the necessary infrastructural resources and facilities sufficient and necessary for the effective and efficient operation of the courts	Budget allocations Number of staff	National Budget JSC and MC reports	Lack of implementation and coordination	MOJ Judiciary JSC MC	MOJ and Judiciary budgets	Throughout the period

<b>Specific Objective 2.5: Strengthening the integrity and transparency of Parliament</b>									
	Resources availed to Parliament within the means of the state, to ensure that Parliament can carry out its oversight role effectively	Budget allocation to the NA and NC	National Budget Reports of Parliament	Inadequate resources	MOF Parliament	Parliament budget	Throughout the period		
2.5.1	Parliament will annually publish a report on compliance with their specific rules on asset disclosure	Number of compliance reports published Number of violations Number and type of sanctions applied	Compliance reports	Lack of implementation and coordination	Parliament through its integrity committees	Parliament budget	2 <sup>nd</sup> Quarter 2016: First report due, annually thereafter		
2.5.2	Training courses on best practices will be developed and offered to MPs and staff	Number of MPs and staff taking part in training courses Number of training courses presented	Integrity reports	MPs may be unwilling to participate	Parliament through its integrity committee NIPAM	Parliament budget	2 <sup>nd</sup> Quarter 2016, annually thereafter		
2.5.3	Periodical public seminars, consultations and public debates will be facilitated to disseminate best practices on integrity amongst MPs and discuss topical issues related to integrity and corruption	Number of events presented Number of participants	Public information Media releases Reports on events	Low level of participation by MPs	Parliament through its integrity committees NIPAM	Limited to the approved budget	4 <sup>th</sup> Quarter 2016, annually thereafter		

<b>Specific Objective 2.6: Support to public procurement system reform</b>						
2.6.1	A public awareness programme on the new procurement legislation, will be conducted	Number and type of printed and electronic educational materials	Materials produced	Budget limitations	MOF Public procurement entities	2 <sup>nd</sup> Quarter 2016
2.6.2	Training courses in public procurement for members of the – to be established - Procurement Policy Unit, the Central Procurement Board of Namibia, the Bid Evaluation Committees, and the Independent Review Panel will be developed and presented	Number of training activities Number of trainees Number and type of best practices identified and disseminated	Training sessions' agenda Reports on training Feedback by participants	Low level of participation	MOF NIPAM	3 <sup>rd</sup> Quarter 2016
2.6.3	Require of business enterprises who wish to tender for public procurement contracts to demonstrate that they have internal anti-corruption policies in place	Number of business enterprises with internal anti-corruption policies	Analysis of tender documents	Difficulties in differentiating the cases where a contract was improperly executed	Public procurement entities	2 <sup>nd</sup> quarter 2016
2.6.4	In line with Specific Objective 2.2 and in order to ensure public transparency in the awarding of tenders, deliberations by the Procurement Policy Unit, the Central Procurement Board of Namibia, the Bid Evaluation Committees, and an Independent Review Panel, as well as details on bids and awards will readily be made publicly accessible	Number of public postings	Public documents	Unwillingness by procurement entities to cooperate	Integrity committees of public procurement entities	Ongoing as from 3 <sup>rd</sup> quarter 2016

<b>Specific Objective 2.7: Enhancing transparency and accountability in budget management</b>							
	Reduce diversion of resources into non budgetary accounts	Amounts allocated via non budgetary accounts	National budget reports	Difficulties related to the exchange of information between institutions	MOF AG	Permanent action with annual assessment	
2.7.1	Strengthening of parliamentary and public oversight through and follow-up action on findings	Number of qualified audit reports	Audit reports		MOF Auditor-General	Ongoing as from 2 <sup>nd</sup> quarter 2016	
2.7.2	Regular training on budget design and management with MPs and specifically Members of the Parliamentary Standing Committee on Public Accounts to strengthen the oversight function in this regard	Number of training workshops Number of participants	Annual reports	Low level of participation by MPs	MOF Parliament through its integrity committees NIPAM	2 <sup>nd</sup> Quarter 2016, annually thereafter	Limited to the approved budget
2.7.3	Complementing internal audits with independent external audits	Number of independent external audits	Audit reports		Auditor-General	2 <sup>nd</sup> Quarter 2016, ongoing thereafter	Auditor - General budget
2.7.4	Enhance budget transparency by: <ul style="list-style-type: none"> <li>In-year reports to improve the amount of accessible information available on the budget</li> <li>Strengthening auditing of public institutions and ensuring that audit reports are produced on time</li> </ul>	Number of statements issued Number of reports issued	Statements and reports	Failure to provide the necessary resources	MOF Auditor-General	2 <sup>nd</sup> Quarter 2016, ongoing thereafter	MOF budget



<b>Specific Objective 2.8: Ensuring decentralisation with accountability</b>						
2.8.1	Conduct an analysis at RCs and LAs of corruption-prone organisational policy gaps and develop internal integrity systems	Number and type of identified risks Number and type of the adopted preventative actions	Integrity plans and systems drafted and approved	Insufficient human resources for performing the assessments	ACC Integrity committees in RCs, LAs, MOURD, Auditor-General	ACC, MOURD, RCs and LAs budgets Ongoing as from the 3 <sup>rd</sup> quarter 2016, but to be completed by end of 2019
2.8.2	Annual ethics training for RCs and LAs councillors and staff	Number of training courses presented Number of staff participating Number of councillors participating	Training materials Reports	Councillors may be unwilling to participate	ACC Integrity committees in RCs, LAs, MOURD, NIPAM	ACC, MOURD, RCs, LAs and NIPAM budgets 3 <sup>rd</sup> Quarter 2016 and continuing thereafter until the end of 2019
2.8.3	Ensure RCs and LAs capacity in financial management and auditing	Number of training courses presented Number of staff participating Number of councillors participating	Training materials Reports	Councillors may be unwilling to participate	ACC Integrity committees in RCs, LAs, MOURD, ALAN, NIPAM, Auditor-General	RCs and LAs budgets Permanent action with annual assessment
2.8.4	Organising periodical consultations and public debates for promoting the best anti-corruption practices within local and regional authorities and increasing citizens' confidence	Number of public events Number of reports Number of participants	Minutes of meetings Participant reports Evaluations	Low level of participation	ACC, Integrity committees in RCs, LAs, MOURD, ALAN, ARC, Auditor-General	ACC, MOURD, RCs and LAs budgets Periodical throughout 2016 – 2019

<b>Specific Objective 2.9: Ensuring financial and asset disclosure for public officials</b>							
2.9.1	<p>Conduct wide consultations with stakeholders to design a standardised system of financial and asset management, including a disclosure form to be used throughout O/M/As, PEs, RCs and LAS</p> <p>A plan for the gradual phasing in of a financial and asset declaration system will also be designed. The relevant regulatory frameworks will be amended accordingly to make provision for the annual declaration of assets by public officials</p>	<p>Assets management system in place</p> <p>Changes effected to regulatory frameworks</p>	<p>Reports on consultations</p>	<p>Insufficient human resources for performing the assessment</p>	<p>ACC, Integrity committees, OPM, LRDC, MOURD, RCs, LAS, PEs</p>	<p>OPM, MOPE and MOURD budgets</p>	<p>4<sup>th</sup> Quarter 2016</p>
2.9.2	<p>Training and counselling on compliance and conflict of interest</p>	<p>Number of training courses conducted</p>	<p>Annual report</p>	<p>Budgetary constraints</p>	<p>ACC, Integrity committees</p>	<p>ACC budget</p>	<p>2<sup>nd</sup> Quarter 2017</p>
2.9.3	<p>Submissions will be verified, and violators investigated and acted against</p>	<p>Number of submissions</p> <p>Number of actions taken</p>	<p>Annual report</p>	<p>Budgetary constraints</p>	<p>ACC, Integrity committees</p>	<p>ACC budget</p>	<p>1<sup>st</sup> Quarter 2018, annually thereafter</p>

Action	Description	Indicators	Sources of verification	Risks	Responsible	Resources	Time frame
<b>Strategic Objective 3 - Strengthening efforts to deter corruption</b>							
<b>Specific Objective 3.1: Strengthening the Anti-Corruption Commission</b>							
3.1.1	Competent ACC staff are retained and, where necessary, recruited	Number of staff appointed Performance of staff	Annual report Performance evaluations	Insufficient human resources for performing the assessment	ACC PSC	ACC budget	2016 – 2019
3.1.2	Strengthen ACC's effectiveness as a preventative anti-corruption body through sufficient resources to enable the ACC to strengthen its investigation, prevention, educational and research capacity	Budgetary allocation Number of additional staff	Annual report	Budgetary constraints	ACC MOF	ACC budget	2016 – 2019
3.1.3	Strengthen ACC's capacity to increase its campaigns on the dissemination of information on the prevention of corruption	Budgetary allocation Number of additional staff	Annual report	Budgetary constraints	ACC	ACC budget	1 <sup>st</sup> Quarter 2017
3.1.4	The capacity of the ACC will be strengthened through extensive joint training of investigators and prosecutors	Number of training courses	Annual report	Budgetary constraints	ACC MOJ	ACC and MOJ budgets	2 <sup>nd</sup> Quarter 2016
3.1.5	Conduct a study to ascertain what the delays are in implementing justice in corruption cases, the reasons for the delays and recommendations to eliminate unnecessary delays	Study completed and published	Documentary evidence	Budgetary constraints	MOJ/Judiciary ACC MC	MOJ/Judiciary and ACC budgets	2 <sup>nd</sup> Quarter 2016
<b>Specific Objective 3.2: Strengthening anti-corruption legislation</b>							
3.2.1	Amend the Anti-Corruption Act, 2003 to include the solicitation for or acceptance of a bribe by a foreign public official or an official of a public international organisation as a criminal offence	Number of public hearings held on the issue Reports thereof	Anti-Corruption Act amended	Time delays	ACC MOJ LRDC	ACC and MOJ budgets	4 <sup>th</sup> quarter 2016

3.2.2	Combat illicit enrichment, inclusive of enabling tax authorities to conduct lifestyle audits	Number and type of identified risks	Relevant laws reviewed and amended	Might be unconstitutional	MOF ACC FIC MOJ	MOF, MOJ and ACC budgets	4 <sup>th</sup> Quarter 2016
3.2.3	Amend the Anti-Corruption Act, 2003 to include embezzlement by a person in the private sector as a corrupt practice	Number of public hearings held on the issue Reports thereon	Anti-Corruption Act amended	Time delays	MOJ ACC LRDC	MOJ and ACC budgets	4 <sup>th</sup> Quarter 2016
3.2.4	Amend the Criminal Procedure Act, 1977 to include the corrupt practices referred to section 1 of the Anti-Corruption Act, 2003 in the list of offences provided for in Schedule 1 and Part IV of Schedule 2 to the Act	Number of public hearings held on the issue Reports thereon	Criminal Procedure Act as amended	Time delays	MOJ LRDC ACC	MOJ budget	4 <sup>th</sup> Quarter 2016
3.2.5	Amend the Prevention of Organised Crime Act, 2004 (POCA) to align it with the Anti-Corruption Act, 2003. In particular the definitions of “authorised member of police” and “member of the police” should be extended to include authorised officers of ACC, to enable such officers to enforce POCA	Mandate of the ACC is recognised in POCA	POCA	Time delays	MOJ LRDC ACC	MOJ budget	4 <sup>th</sup> Quarter 2016
3.2.6	Develop legislation on witness protection and whistle-blower protection	Number and type of consultations held	Legislation on witness protection and whistle-blower protection	Time delays	MOJ ACC LRDC	MOJ and ACC budgets	4 <sup>th</sup> Quarter 2016
3.2.7	Develop legislation on public procurement to make provision for a register of business entities and individuals who are barred from undertaking government-related work due to previous irregularities and dishonesty or corruption convictions	Number of public hearings held on the issue Reports thereon	Legislation on public procurement passed	Time delays	MOJ MOF ACC LRDC	MOJ budget	2 <sup>nd</sup> Quarter 2016

3.2.8	Review and amend Namibia's Extradition Act to simplify extradition procedures to ensure that Namibia does not become a haven for fugitives	Number and type of amendments made	Amended Extradition Act	Time delays	MOJ LRDC	MOJ budget	3 <sup>rd</sup> Quarter 2017
3.2.9	Develop legislation enabling mutual legal assistance to be afforded to other states in terms of identifying, freezing and tracing proceeds of crime and the recovery of assets. The legislation would also make provision for a mechanism to enable the effective organisation of joint investigations involving other state parties	Number of public hearings held on the issue Reports thereon	Legislation passed	Time delays	MOJ LRDC FIC	MOJ budget	2 <sup>nd</sup> Quarter 2016
3.2.10	Develop and enact an Audit Bill to ensure Auditor-General reports are followed by rectified accounts and actions to hold officials accountable	Number of public hearings held Reports	Audit Bill	Time delays	MOF LRDC	MOF and Auditor-General budgets	3 <sup>rd</sup> Quarter 2017
<b>Specific Objective 3.3: Addressing public institutions' specific vulnerabilities</b>							
3.3.1	The Public Service Staff Rules will be amended to extend the definition of "major offences" to include corrupt practices as contemplated in Chapter 4 of the Anti-Corruption Act, 2003	Number and type of identified risks. Number and type of the adopted preventative actions	Public Service Staff Rules amended	Time delays	OPM	OPM budget	3 <sup>rd</sup> Quarter 2016
3.3.2	Review progress made on preventing the laundering of the proceeds of crime	Number and type of cases	Case reports	Insufficient human resources for performing the assessment	FIC MOJ MOSS		4 <sup>th</sup> Quarter 2016

Action	Description	Indicators	Sources of verification	Risks	Responsible	Resources	Time frame
<b>Strategic Objective 4 - Conducting extensive anti-corruption education</b>							
<b>Specific Objective 4.1: Developing an anti-corruption component of training curricula for personnel of public institutions</b>							
4.1.1	Ensuring the participation of public servants at periodical training courses on ethical and behavioural norms	Number of public servants participating Number and type of subjects included in the training programme	Evaluation questionnaires Participation reports	Training curricula not adapted to the participants' profile Superficial involvement in training sessions	PSS Integrity committees NIPAM	Limited to the budget approved for the institutions involved	2 <sup>nd</sup> Quarter 2016, annually thereafter
4.1.2	Incorporating modules on integrity and ethics in formal management development programmes for the public service	Number of public servants participating Number and type of subjects included in the training programme	Evaluation questionnaires Participation reports	Training curricula not adapted to the participants' profile Superficial involvement in training sessions	NIPAM	NIPAM budget	2 <sup>nd</sup> Quarter 2016, annually thereafter
<b>Specific Objective 4.2: Increasing the degree of public awareness on the impact of corruption</b>							
4.2.1	Organising anti-corruption public debates at national, regional and local levels	Number of public debates Number of participants Number of recommendations and conclusions	Agendas Reports Minutes Participation reports Evaluations	Low level of participation and involvement by the public	ACC	ACC Budget	4 <sup>th</sup> Quarter 2016, annually thereafter
4.2.2	Introducing the anti-corruption theme in the civic life skills subject in schools	Evolution of perceptions of corruption amongst learners	Curriculum	Insufficient knowledge amongst teachers	ACC MOE NIED	MOE Budget	2 <sup>nd</sup> Quarter 2016

4.2.3	Implementing a training programme on ethics, integrity and anti-corruption for school teachers	Evolution of perceptions of corruption amongst teachers	Curriculum	Insufficient financial resources	ACC MOE NIED	MOE and ACC budgets	2 <sup>nd</sup> Quarter 2016
4.2.4	Development and implementation of an educational communication strategy through print, electronic and social media to convey information on corruption and the risks and consequences of corruption	Number and type of educational materials produced Feedback received	Annual report	Insufficient financial resources	ACC NGOs	ACC Budget	2 <sup>nd</sup> Quarter 2017
4.2.5	Initiating and carrying out common projects and programmes with an anti-corruption content with NGOs	Number and type of activities/ projects/ programmes organised in partnership	Assessments and reports	Insufficient financial resources	ACC NGOs	Externally financed	Permanent action with periodic assessments
<b>Action</b>	<b>Description</b>	<b>Indicators</b>	<b>Sources of verification</b>	<b>Risks</b>	<b>Responsible</b>	<b>Resources</b>	<b>Time frame</b>
<b>Strategic Objective 5 - Preventing corruption in the private sector</b>							
<b>Specific Objective 5.1: Ensure transparency in the extractive and fishing and other living marine resources industries</b>							
5.1.1	Assess and align current legislation and subordinate legislation with international extractive and fishing and other living marine resources industry standards	Number of reports consulted	Assessment report	No cooperation from industry representatives	MME MFMR ACC FIC MHI	MME, MFMR, ACC and FIC budgets	4 <sup>th</sup> Quarter 2016
5.1.2	Develop proper mechanisms for the transparent and equitable allocation of mining and exploration licences and fishing and other living marine resources rights and/or quotas	Number of mechanisms developed	Policy documents		MME MFMR	MME and MFMR budgets	1 <sup>st</sup> Quarter 2017
5.1.3	Incorporate specific access to information components applicable to the extractive and fishing into Access to Information legislation	Number of provisions incorporated	Act	Time delays	MME LRDC MFMR	MME and MFMR budgets	4 <sup>th</sup> Quarter 2016

5.1.4	Ensure transparency compliance with international extractive industry standards set by amongst others EITI by training the relevant officials and by amending existing, or incorporating additional, regulatory measures	Number of industry standards complied with Number of officials trained	Gazette Performance review reports	No cooperation from industry representatives	MME ACC	MME budget	2 <sup>nd</sup> Quarter 2017
5.1.5	Improve on the implementation of current policy and regulatory framework in tangent with the UN Food and Agriculture Organization (FAO) Code of Conduct on Responsible Fishing Practices	Number of policies and regulatory frameworks implemented	Policies Regulatory frameworks	Time delays	MFMR MOJ	MFMR and MOJ budgets	4 <sup>th</sup> Quarter 2016
5.1.6	Provide public education on the extractive and fishing and other living marine resources industries	Number of educational campaigns	Reports Media materials	No cooperation from industry representatives	MME CoM Industries MFMR	MME and MFMR budgets	Ongoing
5.1.7	Extractive and fishing and other living marine resources industries to adopt and implement specific anti-corruption and transparency policies and procedures	Number of policies and procedures	Industry management policies and procedures	No cooperation from industry representatives	MME MFMR	Industries to fund	4 <sup>th</sup> Quarter 2016
5.1.8	National grievance and dispute resolution mechanisms w.r.t the extractive and fishing and other living marine resources industries will be established	Implementation bodies established	Minerals and fishing and other living marine resources policies of Namibia	Time delay	MME MFMR	MME and MFMR budgets	4 <sup>th</sup> Quarter 2016
<b>Specific Objective 5.2: Supporting transparency and integrity in private enterprise</b>							
5.2.1	Conduct assessment to ascertain ways to simplify bureaucratic procedures for service to private enterprises	Number and type of services simplified	Assessment produced Public Service Charter	Time delay	MITSD	MITSD budget	4 <sup>th</sup> Quarter 2016



5.2.2	Assist enterprises in the private sector to develop internal integrity systems, compliance procedures and ethics codes	Number of enterprises having internal integrity systems in place	Enterprise annual and integrity reports	No cooperation from private enterprise leadership	NCCI	Self-funded	1 <sup>st</sup> Quarter 2017
<b>Action</b>	<b>Description</b>	<b>Indicators</b>	<b>Sources of verification</b>	<b>Risks</b>	<b>Responsible</b>	<b>Resources</b>	<b>Time frame</b>
<b>Strategic Objective 6 - Engaging Civil Society and the media in combating corruption</b>							
<b>Specific Objective 6.1: Supporting transparency in civil society</b>							
6.1.1	It will be endeavoured to continuously engage relevant CSOs to assist in civic education and research on anti-corruption issues	Number of programmes involving CSOs	Reports	No cooperation from CSOs representatives	NACSC ACC	CSOs budget	Throughout
6.1.2	Review existing legal and regulatory environment for civic organisations to provide a parallel, complementary voluntary registration system for CSOs and simplify the formal registration of CSOs as provided for in the Civic Organisations Partnership Policy of 2005	Number of CSOs registered	Register	No cooperation from CSOs representatives	NPC	NPC budget	3 <sup>rd</sup> Quarter 2016
6.1.3	Encourage transparency initiatives through the development and implementation of comprehensive CSOs codes of conduct on ethics, anti-corruption and transparency, as well as the design and implementation of integrity systems for CSOs	Number of CSOs participating Number of codes of conduct adopted	CSOs documents		MOJ MITSD ACC NANGOF	CSOs budgets	4 <sup>th</sup> Quarter 2016
<b>Specific Objective 6.2: Supporting the role of the media</b>							
6.2.1	Continue to build and maintain an enabling environment for a free media in line with the Namibian Constitution	Number of media institutions Number of media reports on corruption	Media reports	No cooperation from media	All public institutions	Limited to the budget approved for the institutions involved	Throughout

6.2.2	Encourage the media to design and implement internal media codes of conduct on ethics, anti-corruption and transparency, as well self-regulation in reporting on corruption issues	Number of media institutions participating Number of codes of conduct adopted	Media documents	No cooperation from media	MOJ MOICT ACC Media Ombudsman Editors Forum	Media budgets	4 <sup>th</sup> Quarter 2016
6.2.3	Ensure ongoing training of investigative journalists as a priority	Number of training courses presented Number of journalists trained	Training reports	No cooperation from media	Editors Forum NUST Journalism School UNAM	Media budgets	4 <sup>th</sup> Quarter 2016, annually thereafter
<b>Action</b>	<b>Description</b>	<b>Indicators</b>	<b>Sources of verification</b>	<b>Risks</b>	<b>Responsible</b>	<b>Resources</b>	<b>Time frame</b>
<b>Implementation and coordination</b>							
7.1.1	Convene NACSC consisting of 21 persons representing stakeholders	NACSC established and functioning	Register	No cooperation from stakeholders	OPM	OPM budget	2 <sup>nd</sup> Quarter 2016
7.1.2	Launch of the NACS and public introduction of the NACSC	Number of participants	Attendance register	No cooperation from stakeholders	OPM ACC	OPM and ACC budgets	2 <sup>nd</sup> Quarter 2016
7.1.3	Induction workshop for members of NACSC	Number of participants	Attendance register	No cooperation from stakeholders	OPM ACC	OPM and ACC budgets	2 <sup>nd</sup> Quarter 2016
7.1.4	Identification of a monitoring and evaluation expert or institution to develop and compile a monitoring and evaluation plan	Indicators and results identified	Expert engaged Monitoring and evaluation plan	No local expert found	NACSC	ACC budget	2 <sup>nd</sup> Quarter 2016
7.1.5	NACSC meets quarterly and submits an annual report on NACS implementation to OPM	Number of reports submitted	Reports	No cooperation from stakeholders	ACC NACSC	ACC budget	Quarterly after 2 <sup>nd</sup> quarter 2016





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