



GOVERNMENT OF THE REPUBLIC OF NAMIBIA

MINISTRY OF LANDS AND RESETTLEMENT STRATEGIC PLAN 2006-2010

APRIL 2007



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Abbreviations

AALS	Affirmative Action Loan Scheme	MTI	Ministry of Trade and Industry
BSC	Balanced Scorecard	MWTC	Ministry of Works, Transport and Communications
CAMA	Computer-Assisted Mass Appraisal System	NAFWU	Namibia Farm Workers Union
CBNRM	Community-Based Natural Resource Management	NAU	Namibia Agricultural Union
CBO	Community-Based Organisation	NDP	National Development Plan
CLA	Communal Land Area	NLP	National Land Policy
CSF	Critical Success Factor	NNFU	Namibia National Farmers' Union
DEA	Directorate of Environmental Affairs	NPC	National Planning Commission
GRN	Government of the Republic of Namibia	NPRSP	National Poverty Reduction Support Programme
GTZ	German Technical Assistance Agency	NRP	National Resettlement Policy
HR	Human Resource(s)	O/M/A	office, ministry or agency
ICT	Information and Communication Technologies	OPM	Office of the Prime Minister
LA	Local Authority	PA	Performance Agreement
LAC	Land Acquisition Committee	PESTLE	political, economic, social, technological, legal, environmental (analysis)
LB	Land Board	PCC	Permanent Cabinet Committee on Land Reform
LBTA	Division for Land Boards, Tenure and Advice	PI	Performance Indicator
LRA	Land Reform Areas	PMS	Performance Management System
LUPA	Division for Land Use and Planning, Allocation and Administration	PSP	Private Sector Participation
MAWF	Ministry of Agriculture, Water and Forestry	PTT	Permanent Technical Team on Land Reform
MOE	Ministry of Education	RMU	Regional Management Unit
MET	Ministry of Environment and Tourism	RC	Regional Council
MIB	Ministry of Information and Broadcasting	RRC	Regional Resettlement Committee
MLR	Ministry of Lands and Resettlement	SADC	Southern African Development Community
MME	Ministry of Mines and Energy	SLA	Service Level Agreement
MOF	Ministry of Finance	SWOT	Strengths, Weaknesses, Opportunities and Threats
MRLGHRD	Ministry of Regional and Local Government, Housing and Rural Development		

Foreword

Land reform is without doubt one of the most sensitive domestic policy issues that our post-independent Namibian government has had to deal with. Given the sad legacy in our history, and the skewed land ownership that characterized the nation's concerns for decades, I am sure that all well thinking Namibian citizens and residents will agree that this distortion must be addressed, and addressed decisively, in a sober, sensible and expeditious manner by all our stakeholders.

Namibians, after their prolonged liberation struggle, gained independence in 1990 to close the curtains on an era of successive and repressive colonial regimes. Land was a major asset to the various regimes and the bone of contention of indigenous Namibians both during and after the struggle for national liberation. Notwithstanding the past injustices, Namibians, in the true spirit of reconciliation, agreed to put the past behind us and instead, to vigorously pursue a progressive economic policy that is based on equity. In this way, all Namibians will have the opportunity to make their respective contributions to Namibia's development and to face the challenges of the 21st century. Full participation of every able-bodied citizen and resident is required if we are to exploit the land and the numerous opportunities possible from it, taking advantage of global trade, and our progressive education system, communication and technology infrastructures.

But being comparatively large in size (over 835,000 square kilometres), naturally arid, open and sparsely populated, also makes our country particularly vulnerable to cross-border traffic of people, animals, trade, and even viruses and diseases. Extensive periods of drought, unpredictable weather and temperature variations add extra dimensions to land use and our reform agenda. Moreover, the high average rate of water evaporation is a continuing constraint on the use of available land and this makes water a very scarce and costly resource for the average citizen. Combination of the above factors raises the stakes for any organization that is charged with land resource management and call on government as well as civil society to build partnerships in order to integrate social and economic habitat for citizens, residents and wildlife while we extract sustainable and respect income from a rich, diversified but fragile ecosystem.

As the main custodian of Namibia's land, the Ministry of Lands and Resettlement is tasked with the prudent management of the country's land resources, and to do so with justness, empathy and efficacy as it seeks to promote equitable land distribution and access for socio-economic development and sustainable exploit by citizens and communities in all regions. Within this broad policy



*Hon. Jerry Ekandjo,
Minister of Lands and Resettlement*

framework, there is an urgent obligation on the Namibian society as a whole to develop a shared vision of how the land resources can be best utilized in the long term interest of all of us.

Pursuing this vision, we have established some sound strategic goals and the challenge is for our stakeholders to set new priorities between agricultural activities, human habitat, social infrastructures, commercial and industrial exploitation so as to ensure that socio-economic activities co-exist within the limited potable water resources, and taking into consideration, the seasonal rainfall pattern and the fragile ecology that defines our country. This means that Namibia's land resources must provide not only reasonable habitation and meaningful livelihood for citizens; but in parallel, accommodate our natural conservancies and generate viable opportunities for sustainable development, recreation, leisure and tourism.

In response to various demands for land, this 5-year Strategic Plan is to help us respond to all citizens' legitimate needs. Accordingly, MLR has aligned its strategies to the objectives of the Second National Development Plan (NDP2), which document identifies the main socio-economic metrics for the period 2004 to 2009. Recognizing also that Namibia's GDP per capita, (approximately US\$2,000) is some three to four times higher than the average sub-Saharan countries, we cannot be comfortable or complacent with the skewed land and income distribution after fourteen years of independence. The social distortions are evident in a number of economic activities and are especially visible in land distribution and ownership. As indicated by the latest official statistics, over 60% of indigenous Namibian live in communal land areas (CLAs), some on commercial farms, in rural areas, and survive on an annual income of US\$200 and less.

Therefore, as a progressing nation, we cannot feel comfortable after 15 years of celebrated independence to see the bulk of our native citizens on the margin with

little or no access to land for their stable employment and income. Conversely we cannot be happy to see them enjoy only marginal social services. Average unemployment remains high, at over 35%, and this figure is projected to be even higher in rural areas. In both urban centres and rural communities, structural and under-employment are among our major challenges. Government realizes that should this unhealthy condition linger on without an early and effective solution, the peace, security and stability that we cherish today could be threatened. Thus, land distribution and improved access must be part of Namibia's longer-term poverty eradication solution. Not only will this address demands of landless citizens, it will also provide means to break the pervasive cycle of poverty to ease the social pressures that prevail on the majority of our compatriots.

These issues are the core challenges to our socio-economic development and the Namibian government, citizens and residents cannot ignore them. Even the major landowners recognize and appreciate the issues, concerns and implications. Working together, we can eradicate poverty, defuse potential community tensions and make Namibia a growing, progressive and competitive economy.

In line with Vision 2030, the Government of Namibia is convinced that poverty eradication, in part, rests with the MLR and its ability to mobilize the land so include those that are willing and able to make economic living through farming, agricultural production, or through self or paid off-farm employment schemes. There is also a very strong historic link between land and small enterprises development, and it is my hope that all legitimate land beneficiaries will work hard and use the land to add economic value for themselves, families and the nation. In this regard, the MLR will play its role as a facilitator and a catalyst during the next 5 years. Let me hasten to add that; the quicker the MLR is able to amicably solve the land issues, the quicker we can start to focus on meaningful production. Namibians and friends, the land issues are real and we must face it squarely and resolutely during the term of this Five-Year Strategic Plan.

On behalf of everyone in the Ministry of Lands and Resettlement and line O/M/As, I would like to thank the government and people of Namibia, and the various land stakeholders, near and far, that have supported the MLR and who are continuing to help us build a strong partnership to solve the outstanding but volatile land issues. We look forward to your continued cooperation, collaboration and good stewardship as we take another bold step towards the launch and implementations of this 5-Year Strategic Vision.

Jerry Ekandjo, MP
Minister of Lands and Resettlement

Acknowledgement

The task of developing this five-year Strategic Plan has been a great challenge. Much was learnt by the Ministry of Lands and Resettlement during this process of self-analysis, punctuated by constructive and systematic consultations between the Ministry of Lands and Resettlement and the Office of the Prime Minister.

The outcome of this process is a credit to the many stakeholders in the land reform programme and we would like to thank those who have contributed to this task. First and foremost, we would like to thank the Office of the Prime Minister for assisting and facilitating the Strategic Plan development process from beginning to end. The Office of the Prime Minister made a team of experts available to us to provide much-needed technical strategic direction. The Office of the Honourable Minister of the Ministry of Lands and Resettlement is also acknowledged for its unwavering support regarding strategy and policy from the commencement of the work, right until its conclusion.

We would like to express our thanks to the German Technical Development Agency (GTZ) which provided enormous assistance, both financial and material, whilst this five-year Strategic Plan was put together. GTZ's unwavering support has made it possible for the Ministry of Lands and Resettlement to complete this enormous task in a reasonable timeframe. GTZ also provided financial support for the consultant and sponsored all the workshops that were conducted during this process.

A word of thanks goes to all the consultants who played a crucial role in facilitating the process of drafting and compiling this Strategic Plan.

The Ministry is further indebted to all the directors and all deputy directors of the Ministry of Lands and Resettlement for their willingness and openness during this process. The active participation of all managers and other staff members during workshops is also highly appreciated.

Finally, it is our hope that the long awaited five-year Strategic Plan will form the foundation upon which future annual management (business) plans for the MLR will be built.

Executive summary

This Strategic Plan embodies Namibia's vision of an equitable distribution of land and the sustainable use and management of that land. It describes the MLR's main strategic initiatives for the period 2006 to 2010 and is the result of collaborative efforts of the MLR and major stakeholders in the land reform programme.

Specifically, the Strategic Plan defines the role that the MLR will play in translating and transforming this vision into reality for the benefit of all citizens. In practical terms, the benefits of access to land will include meaningful production, sustainable jobs, income generation, and the competitive and innovative use of the land for social activities, tourism and conservancies.

This document sets out the strategies and key activities necessary to ensure the successful implementation of the land policy and its reform measures. The Strategic Plan also identifies the focal result areas of MLR initiatives (programmes and projects) that were developed in consultation with the main land reform programme stakeholders. The Strategic Plan is ultimately aimed at contributing to the alleviation of poverty in Namibia by empowering more citizens with land or access to land, and by providing beneficiaries with the necessary attributes to use the land to generate a sustainable and meaningful livelihood.

The Strategic Plan is derived from the MLR's mandate which states that -

As custodian of the national land policy, MLR should primarily facilitate the effective allocation of land and create conditions, through dialogue, policies and legislation, for optimal land use in agriculture, shelter, conservancies, reserves and for the creation of strategic linkages and infrastructures that will enhance Namibia's industrial, commercial and tourism potential and add meaningful options for the social and economic advancement and livelihood of Namibian citizens.

The MLR's mandate specifies core performance areas and outlines the organisation's functions and responsibilities towards the public.

The MLR's **vision** is:

To be a meaningful contributor to the goals of NDP2 and Vision 2030 by ensuring that Namibia's land resource is equitably allocated, efficiently managed and responsibly used for the benefit of all Namibians, now and in the future.

This vision inspires the MLR's **mission statement**, stating:

To prudently administer Namibia's land policy by pursuing reforms that facilitate affordable access of all citizens to land and services for the responsible exploitation, efficient use, shared and sustainable benefits of all Namibian land stakeholders.

The following shared **core values** guide the MLR towards its vision. The MLR shall at all times be:

- ∞ Fair, transparent and professional.
- ∞ Customer-centred, courteous and accessible.
- ∞ Committed, efficient and caring.
- ∞ Reliable, trustworthy and accountable.

The situational analysis gave rise to **six main strategic themes** which constitute the backbone of the current Strategic Plan. These provide the MLR with direction for all future initiatives, and define the organisation's priority areas. They are:

- Theme A:** Build human and MLR capacity.
- Theme B:** Improve sector policies, legislation and procedures.
- Theme C:** Promote sector capacity and coordination.
- Theme D:** Provide excellent land administration support systems.
- Theme E:** Acquire, allocate and manage commercial and communal land.
- Theme F:** Provide basic infrastructure and empower communities.

A **strategy map** summarises the various objectives and key initiatives, and provides a holistic view of the MLR Strategic Plan for the period 2006 to 2010. Broader national goals, such as those highlighted by Vision 2030, have been integrated in this Strategic Plan, thus ensuring relevance and congruence with the larger national development goals.

To ensure that the **objectives** formulated in the Strategic Plan are practical, and that the six strategic themes can be implemented, monitored and maintained during the strategy implementation period, each has been linked with associated **performance indicators**. In addition, their **costs** have been estimated. The implementation **timeline** and assignment of **responsibilities** are presented in the "logical framework matrix". These will allow the MLR to revise its current structure and develop detailed action plans (management plans) each year for each unit.

The MLR has a **projected income** of N\$124,701,000 million in the 2006/07 financial year. Government appropriates this amount. It is also estimated that from 2005, the land tax programme will yield in the region of N\$30 million each year. These funds will be channelled

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into the Land Acquisition and Development Fund (LADF) and will be utilised for the land reform and resettlement programme. **Expenditure for the strategic initiatives** introduced in this plan amount to N\$1,241,000,000.

To allow the MLR to execute all its strategic initiatives (as described in this Strategic Plan), and to fulfil its vision by 2010, it will require the following annual additional funding:

Intervention/Cost item	No. of beneficiary families	Total hectares (ha)	Cost per annum (N\$)	Total cost for 5 years
Freehold land acquisition	5,600	4,100,000	68,333,333	341,666,665
Total non-freehold development	20,000	5,000,000	53,333,333	266,666,665
Cost of post-settlement support	25,600		93,466,667	467,333,335
Total AALS	1,127	5,200,000	33,066,667	165,333,335
Total national cost (N\$)	52,327	5,300,000	248,200,000	1,241,000,000

(Adopted from the PTT Report, 2004)

In order to undertake the required strategic initiatives, it is recommended that the MLR's **organisational structure** be amended to best support the plan's implementation.

The Ministry will endeavour to fulfil its mandate effectively, and has accordingly aligned its Strategic Plan with Vision 2030, the SWAPO Manifesto and the Millennium Development Goals.

Furthermore, the Ministry commits itself to providing efficient and effective services to all its customers and stakeholders, and consultation will always form a crucial part of the Ministry's planning process.

This Strategic Plan is divided into 5 chapters:

- Chapter 1: The introduction and background to the Strategic Plan
- Chapter 2: Reviews the Ministry's performance over the past five years, looking at the major achievements as well as the key strategic issues or challenges
- Chapter 3: The MLR's mandate and high level statements
- Chapter 4: The strategic objectives, linked to strategic themes
- Chapter 5: The logical framework matrix
- Annexure A: Stakeholder analysis
- Annexure B: Resource requirements

CHAPTER 1

1. Introduction

1.1 Introduction and background

The Ministry of Lands and Resettlement was established in 1990 to be the main actor for government in planning and administering Namibia's land as a strategic natural resource, and in particular, to oversee an expeditious land reform and resettlement programme. The Ministry is entrusted with rendering services to eradicate the vast disparities in respect of land distribution, to foster social integration and to resettle disadvantaged Namibians.

The Ministry exercises its responsibilities through seven directorates and fourteen divisions located at its head office in Windhoek. In response to government decentralisation framework, the MLR also operates fully functional offices in each of the regions, sharing operational responsibilities with the various regional authorities.

The Ministry has undergone a major transformation, the most significant change having occurred in 2005 when the Directorate of Rehabilitation was transferred to Ministry of Health and Social Services.

The MLR decided to review its policies, administrative process and annual business plan in order to draw up a comprehensive strategy for the period 2006 to 2011.

The MLR is enthusiastically assisted by the Office of the Prime Minister's Directorate of Management Services with the development of a Strategic Plan aimed at developing the best strategy to address key issues affecting the Ministry's ability to fulfil its mandate and to refocus its programmes in order to play an even greater role in the reduction of poverty.

1.2 Permanent Technical Team on Land Reform

The Permanent Technical Team (PTT) was created during 2003, bringing together individuals with a wide range of expertise in order to review the existing legal and policy framework, the economic sustainability of land reform, financial sustainability, institutional sustainability, environmental sustainability and other cross-cutting issues.

The components addressed in their November 2004 report entitled, "Recommendations, Strategic Options and Action Plan on Land Reform in Namibia" include:

- ≈ Aims and objectives of land reform
 - ≈ Policy framework for land reform and resettlement
 - ≈ Acquisition and redistribution of land
 - ≈ Development of redistributed commercial and communal land
 - ≈ Beneficiary selection
 - ≈ Support mechanism to beneficiaries
 - ≈ Lease agreements
 - ≈ Institutional sustainability and coordination
 - ≈ Financial implications for land reform
- The issues mentioned above were considered whilst the themes and objectives outlined in this Strategic Plan were developed. It should be noted that the time period of the PTT report is 15 years (2005 to 2020), whilst this Strategic Plan is for five years (2006 to 2011).

1.3 Why have a Strategic Plan?

The strategic planning is also aimed at creating a favourable environment for a focused and aligned translation of strategy into action. In this way, it can help the Ministry and its staff to:

- (a) Think strategically and develop effective strategies.
- (b) Clarify policy, regulation and service provision.
- (c) Clarify the Ministry's roles and mandates.
- (d) Do more with less; build team expertise and organisational performance.

The objectives of the strategic planning process are to:

- (a) Develop a comprehensive five-year Strategic Plan as a basis for the Ministry's annual plans.
- (b) Review and clarify the role and mandate of the MLR and recommend an appropriate organisational structure.

The strategic planning process started as result of the overall Performance Management System (PMS) in the Public Service which is led by the Office of the Prime Minister. PMS is a holistic and integrated system for managing, monitoring and measuring performance. It is part of the transformation agenda to reform and improve the performance of the Namibian Public Service. The PMS aims at improving service delivery and inculcating a culture of continuous performance and accountability in the Public Service through a shared vision. The Strategic Plan is the first step in the PMS process. It is a tool which the organisation will use to develop effective strategies and it entails establishing a shared vision, mission and values to provide direction for all.

A key role player in Vision 2030, the Ministry of Land and Resettlement commenced with the formulation

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of our Strategic Plan in 2005 as a measure to improve performance. The plan identifies core strategic issues and ministerial goals, and plans a strategy to fulfil these goals in priority order over the next five years. The methodology used to develop the Strategic Plan follows that methodology implemented by the Namibian Public Service.

The framework called the “Strategy Diamond” consists of ten stages – the first eight stages are part of the strategic planning process; the remaining two fall under implementing the strategy.

The Strategic Plan is developed through Stages 1 to 6. The structure review takes place during Stage 7 and the annual management plan will be developed during Stage 8. The annual management plan clearly states the roles of the group and of individuals in performing specific duties and projects within certain timeframes and budgets. In this way, the individual is linked to the vision and can clearly see his or her contribution to the offices’, ministries’ and agencies’ vision realisation.

The stages to follow after the Strategic Plan approval (Stages 1 to 6), are:

- Stage 7: Reviewing the MLR structure (note structure follows strategy)
- Stage 8: Cascading of MLR strategy to units, as expressed in the management plans
- Stage 9: Executing the strategy/management plans
- Stage 10: Monitoring, evaluation, verification (as part of PMS) towards continuous performance improvement

1.4 Links with PMS philosophy

The Strategic Plan is the foundation for the implementation of the performance management system in the Public Service. It is therefore mandatory that each and every Ministry, office and agency should possess a Strategic Plan before the PMS roll-out takes place. The PMS will be implemented as the Strategic Plan comes into effect via the management plans, right down to a level at which each staff



Figure 1: The Strategy Diamond

member will enter into a performance agreement with his or her supervisor. This performance agreement will form the basis for a personal development plan, a performance assessment, performance recognition as well as an on-going feedback and verification process.

1.5 Links with Vision 2030

Vision 2030 envisages making Namibia a prosperous and industrialised nation, developed by her human resources, enjoying peace, harmony and political stability. Many of the goals and objectives of the Ministry of Lands and Resettlement are developed in line with this long-term vision.

In line with Vision 2030, the Government of Namibia is convinced that the MLR has a pivotal role to play in poverty alleviation, especial in the rural areas, due to its ability to provide people with the means to earn a living from the land, whether through farming, agricultural production, or off-farm employment schemes.

1.6 Links with the Second National Development Plan

The goals and objectives described in the Ministry of Lands and Resettlement's Strategic Plan are developed in line with the objectives set out in Chapters 14 and 15 of the NDP2. These objectives clearly identified Namibia's main socio-economic goals for the period 2004 to 2006.

In developing these objectives, the Ministry also tried to address the social inequality in a number of economic activities which is also visible in land distribution and ownership.

1.7 Links with the SWAPO Manifesto and the Millennium Development Goals

Chapter 3, page 15, of the SWAPO Manifesto describes land reform as one of the challenges faced by the government. The MLR took this into account when developing the objectives and goals in the Strategic Plan.

One of the goals of a SWAPO government (through the MLR) is to address land hunger and to acquire numerous farms to resettle a number of communities.

In line with the Millennium Development Goals, the MLR has associated itself with three major goals. These goals are as follows:

- (a) To eradicate extreme poverty and hunger.
- (b) To ensure environmental sustainability.
- (c) To develop a global partnership for development.

CHAPTER 2

2. *Review of the Ministry's performance over the past five years*

2.1 Major achievements

The Ministry has achieved much during the past 16 years. The following are some of our achievements:

2.1.1 Land reform policy and legislation

The Ministry has developed legislative instruments and policies to facilitate the acquisition, fair distribution and proper administration of land and other natural resources in Namibia. The National Assembly adopted and passed the following regulations/policies which have already been implemented:

- ≈ In 1995, the Agricultural (Commercial) Land Reform Act, Act No. 6 of 1995.
- ≈ In 1998, the National Land Policy.
- ≈ In 2001, the National Resettlement Policy.
- ≈ In 2001, the Land Valuation and Taxation regulations.
- ≈ In 2002, the Communal Land Reform Act, Act No. 5 of 2002.

2.1.2 Land acquisition and resettlement

To date, a total number of 204 commercial farms comprising 133,219 hectares have been acquired through the willing buyer, willing seller principle. Three farms were expropriated. The Ministry supports the Affirmative Action Loan Scheme by assisting previously disadvantaged Namibians (AAL buyers) to acquire their own agricultural farmland in the commercial sector.

The resettlement process is a continuous process with the main objective of allocating acquired land to previously disadvantaged Namibians in order to enable them to improve their quality of life and standard of living. To date, the Ministry has resettled 2,040 families. The Ministry continues to provide support – in particular, technical and infrastructural support – to the beneficiaries. Approximately 206 houses have been built at various resettlement projects. The Ministry also provides training to beneficiaries in order

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to equip them with the necessary skills to manage the land allocated to them and to protect the land from degradation.

2.1.3 Production of Regional Integrated Land Use Plans

To ensure the continuous and efficient use of land as a factor of production, it must be managed carefully. This involves assessing the suitability of the land, incorporating of the farmer's needs and aspirations, as well as putting conservation measures in place. It is against this background that the MLR has embarked upon the production of Regional Integrated Land Use Plans, and has to date produced the following:

- ∞ Kunene Regional Integrated Land Use Plan
- ∞ Caprivi Regional Integrated Land Use Plan
- ∞ Oshikoto Regional Integrated Land Use Plan
- ∞ Ohangwena Regional Integrated Land Use Plan
- ∞ Omusati Regional Integrated Land Use Plan
- ∞ Oshana Regional Integrated Land Use Plan
- ∞ Omaheke Regional Integrated Land Use Plan
- ∞ Otjozondjupa Regional Integrated Land Use Plan

2.1.4 Communal land allocation and administration

The Communal Land Reform Act, 2002 (No. 5 of 2002) came into force in March 2003. The Act provides for the allocation of rights in respect of communal land, the establishment of communal land boards and describes the powers for chiefs and traditional authorities and boards in relation to communal land.

2.1.5 Development of communal land into small scale farms

The Ministry is implementing a project to develop under-utilised communal land into small scale commercial farms in order to improve the living conditions of communities in these areas and ultimately reduce poverty and create employment opportunities. To date, 721 small scale commercial farms have been surveyed by private companies in Kavango Region (410) and Caprivi Region (82), Ohangwena Region (24), Oshikoto Region (205). This project aims to integrate communal subsistence farmers into the main stream of the Namibian agricultural economy by creating favourable environment for them to increase agricultural productivity.

2.1.6 Land taxation

The Agricultural (Commercial) Land Reform Act, 1995 (No. 6 of 1995) gives the minister a mandate to impose

a land tax on owners of agricultural land. As a result, the Valuation and Estate Management Directorate of the MLR was established in October 2002 to apply the land tax according to the Act. The directorate determines the value of land which in turn determines the amount of tax to be paid. The land tax applies only to the freehold areas in which farmers hold title deeds over their land.

The first valuation roll was published in 2004 and based upon that valuation roll, tax assessments were made. A total amount of N\$29 million in land tax payments was collected for the 2004/2005 financial year. Assessments for the 2005/2006 financial year were mailed in February 2006. Reconciliation of the tax paid during the 2006 calendar year is now underway and an estimated amount of N\$27 million has been collected thus far. The Ministry is currently preparing for agricultural commercial land to be revalued for tax purposes for application during the period 2007 to 2012.

2.1.7 Survey and mapping

The Ministry of Lands and Resettlement continued in its efforts to support resettled farmers who may need to use their leases in order to secure loans from financial institutions. To date, a total of twenty four farms have been subdivided into several allotment units.

Well-defined boundaries both at sea and on land contribute to Namibia's sovereignty and security. In preserving our territorial integrity, the delimitation and demarcation of the maritime boundary between Namibia and Angola has been concluded. The negotiations with respect to the maritime boundary between Namibia and South Africa are in progress and will be pursued with more vigour. Significant progress towards the delineation of our continental shelf has been made. The physical survey of the continental margin and Walvis Ridge has been completed. We are confident that Namibia will meet the deadline set by the United Nations Convention on the Law of the Sea (UNCLOS).

The digital map revision of our topographic maps at the scale of 1:250,000 has been completed. This will form the foundation for the national spatial data infrastructure.

2.2 Key strategic issues/challenges

Namibia's efforts to tackle land issues are critical both to address the legitimate concerns of citizens for land for their socio-economic development, as well as to assure the economic and political stability of the nation. MLR officials and key stakeholders, through formal and informal consultancies and stakeholder discussions, have identified a number of strengths and weaknesses in the land reform programme, as well various opportunities and threats facing the sector.

These key issues or challenges form the basis of MLR's Strategic Plan:

2.2.1 MLR capacity

The Ministry is faced with insufficient human resources – the Ministry lacks capacity particularly in the areas of valuation and estate management. The Ministry also requires new computers, updated software and other essential field services tools.

2.2.2 Communities involvement

Farmland is used and sold, often without due consideration of the affected communities that depend on the land or farms for livelihood.

2.2.3 Sector policies and legislation

Addressing outdated policies or legislation is a top priority for the MLR. The conflicting needs of wildlife and people for land space is also high on the agenda. Several other policies, regulations and laws need to be tackled in order to meet the nation's needs as well as to promote transparent, accountable land planning and management.

2.2.4 Stakeholder perceptions, support and capacity

The Ministry needs to involve the regional councils and local authorities as key stakeholders in land management. Such stakeholders need to be educated about the importance of land management strategies in order to eliminate various misconceptions and to avoid role duplication and infighting amongst the different stakeholders.

Private sector role players such as estate agents and property developers need to support and update the MLR's national land management information system in order to ensure proper land use planning in towns and in the country. They must also comply with the relevant Acts, policies and regulations.

2.2.5 Integrated planning and coordination

As custodian of the land, the Ministry must foster cooperation between various sectors and introduce the mechanisms to ensure proper coordination of land management. The Ministry should regard stakeholders as partners in managing and administering the land. In some instances, land management strategies need to be institutionalised.

Integrated sectoral planning is crucial to the successful realisation of land reform in Namibia. At present, there is no integrated post-resettlement programme that incorporates all the stakeholders in the land reform programme.

2.2.6 Land administration support systems

Key challenges in this area include a dual system of deeds registration, unplanned or uncontrolled development, a lack of integrated customary and market systems and their administration, and the unavailability of on-line spatial, topographic, cadastral and geodetic data. This situation needs to be turned around quickly.

A priority is the unification, integration and automation of Namibia's two deeds registration systems. The absence of automated and electronically stored data limits access to and use of spatial information as well as the wide distribution of data. The improvement on transferability and tenure rights, including smaller farm/plot size extending leasehold titles as well as other means is another key challenge facing the Ministry.

2.2.7 Land acquisition, redistribution and management

The willing buyer – willing seller concept has proven to be a complex and multifaceted issue that calls for the development of an alternative strategy. Most of the farms offered for purchase are not suitable for farming.

Gender bias in land allocation needs to be eliminated. In collaboration with other stakeholders, the Ministry must ensure maximum participation of all citizens in the formal land market, irrespective of income earned. The government should facilitate access to finance by lower income groups to ensure their participation in the land acquisition programme.

2.2.8 Land development

Sprawling developments and the spread of unplanned land settlements has put undue pressure on city and regional authorities for water, public utilities, health and environmental services. Such unplanned land settlements need to be serviced with basic infrastructures.

2.2.9 Community education, empowerment

The Ministry should find a mechanism to address the shortage of entrepreneurial skills and entrepreneurial

activities, especially in the rural and communal land areas, where unemployment problem has risen.

For the success of the land reform programme, the Ministry needs to ensure access to technical competency and extension support for new farmers on communal lands and in resettlement areas.

2.2.10 HIV/AIDS

The impact of escalating HIV and AIDS on human resources in the Public Sector is a challenge that requires a governmental-level response. It is causing many social programmes to fail whilst spending to address the pandemic skyrockets. A ministerial HIV and AIDS policy is urgently required to address this challenge strategically.

2.2.11 Land allocation

The Ministry's land allocation programme should be reconsidered, taking into account the type of land allocated and the demands of the various categories of landless citizens of Namibia.

2.2.12 Customary land inheritance

The prevalence of customary land inheritance is another challenge for the Ministry to address to protect women whose husbands have passed away. The Ministry should introduce a campaign to educate all Namibians, including traditional leaders, about democratic land rights to avoid increasing the vulnerability of women and children once a husband has died.

CHAPTER 3

3. Strategic foundation

3.1 Mandate

The mandate of each office or agency (O/M/A) is derived from the Constitution of Namibia, a Cabinet resolution or specific legislation. It specifies the functions and responsibilities of the O/M/A with regard to the public/customers. The Constitution specifies core service areas in which the O/M/A must perform.

The MLR's mandate is to be the custodian of Namibian land and accordingly to facilitate equitable access to land, and allocation and utilisation of the land.

The mandate is supported by Article 95 of the Constitution of Namibia and by following policies and legislations:

- ∞ National Land Policy of 1998
- ∞ National Resettlement Policy of 2001
- ∞ Commercial (Agricultural) Land Reform Act, 1995 (No. 6 of 1995) and its subsequent amendments
- ∞ Communal Land Reform Act, 2002 (No. 5 of 2002)
- ∞ Deeds Registry Act, 1937 (No. 47 of 1937)
- ∞ Land Survey Act

As custodian of the national land policy, MLR should primarily facilitate the effective allocation of land and create conditions, through dialogue, policies and legislation, for optimal land use in agriculture, shelter, conservancies, reserves and for the creation of strategic linkages and infrastructures that will enhance Namibia's industrial, commercial and tourism potential and add meaningful options for the social and economic advancement and livelihood of Namibian citizens.

3.2 Philosophy

In line with its mandate, MLR will rigorously promote LAND as:

- ∞ Functional space for a variety of uses and purposes (agriculture, tourism, industry, recreation, parks, housing and infrastructure, etc).
- ∞ Supporting social and economic systems.
- ∞ A commodity for development, tenure and equity building.

- ∞ A perceptual image resource for present and future generations.
- ∞ A shared ecosystem or habitat for humans, animals, plants and other living creatures.

vision (Vision 2030), the SWAPO Manifesto, NDP1 and NDP2 and the Millennium Development Goals.

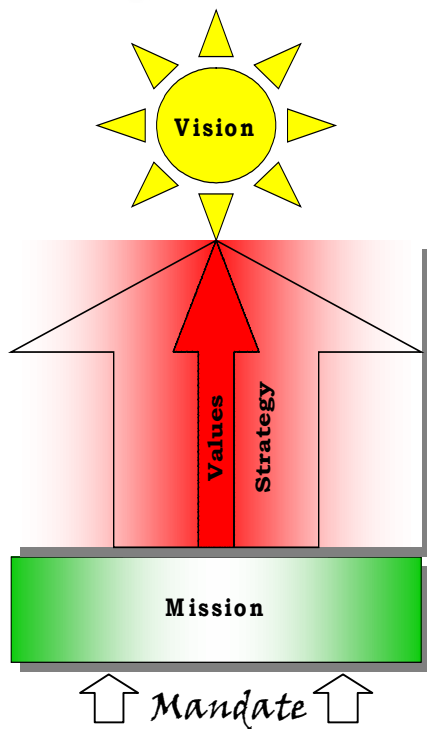
These documents are unique to the O/M/A and should be clear, concise, easy to understand and communicate and long-term in nature. They should appeal to stakeholders and inspire change.

The MLR Mission, Vision and Value statements are based on the mandate and developed according to the national

MLR

Vision

"To be a meaningful contributor to the goals of Vision 2030 by ensuring that Namibia's land resource is equitably allocated, efficiently managed and responsibly used for the benefit of all Namibians, now and in the future".



Values

1. **Fair, transparent and professional:** by developing and maintaining among all personnel of the ministry and land-related O/M/As openness, team spirit and cooperation based on integrity, competence, innovation, and equality of opportunity.
2. **Customer-centric, courteous and accessible:** by respecting the rights of all citizens and residents and providing customers and clients easy access and courteous services for their responsible use and application.
3. **Committed, efficient and caring:** by always responding diligently, timeously and conscientiously to the legitimate needs and calls of citizens and the public, including land owners, communities, corporations, other land user groups in a caring and cost-effective manner.
4. **Reliable, trustworthy and accountable:** by maintaining our operations and practices as consistent, transparent and dependable as possible as committed partner of citizens and a responsible agent of the state.

"To prudently administer Namibia's land policy by pursuing reforms that facilitate affordable access of all citizens to land and services for the responsible exploitation, efficient use, shared and sustainable benefits of all Namibian land stakeholders".

In pursuing its mission, MLR will:

Mission

- Promote smart partnerships, effective programmes and environmentally sound policies;
- Address present land issues and needs while ensuring adequate reserves for future use;
- Implement measures to promote growth, social equity, accountability and efficiency;
- Enable citizens and communities full participation in land use and allocation decisions;
 - Maximise access to women, marginal and disabled citizens to land for their full participation in the main stream of economic activities.

Figure 2: MLR High-Level Statements

CHAPTER 4

4. *Strategic objectives linked to strategic themes*

In this chapter, the MLR’s strategic themes are developed, in response to its mandate, mission, vision, and situation analysis. This is Stage 3 in the strategy diamond (Figure 1).

The strategic themes define the direction in which the MLR will develop and emphasise key focus or priority areas. A strategic theme gives rise to high level objectives – the organisational goals. Key result areas are related to strategic themes and describe the anticipated or desired outcomes. Typically, strategic themes form around broad service areas, based on the organisation’s mandate. Strategic themes are therefore directly linked to all high level statements.

Strategic themes are also the main building blocks of the MLR’s strategy to reach the desired future position; they are the components of the Ministry’s vision.

As a result, six strategic themes were identified (see Figure 4). The themes run in sequence from bottom to top, and form an on-going cyclical process, as Theme A is connected to Theme F.

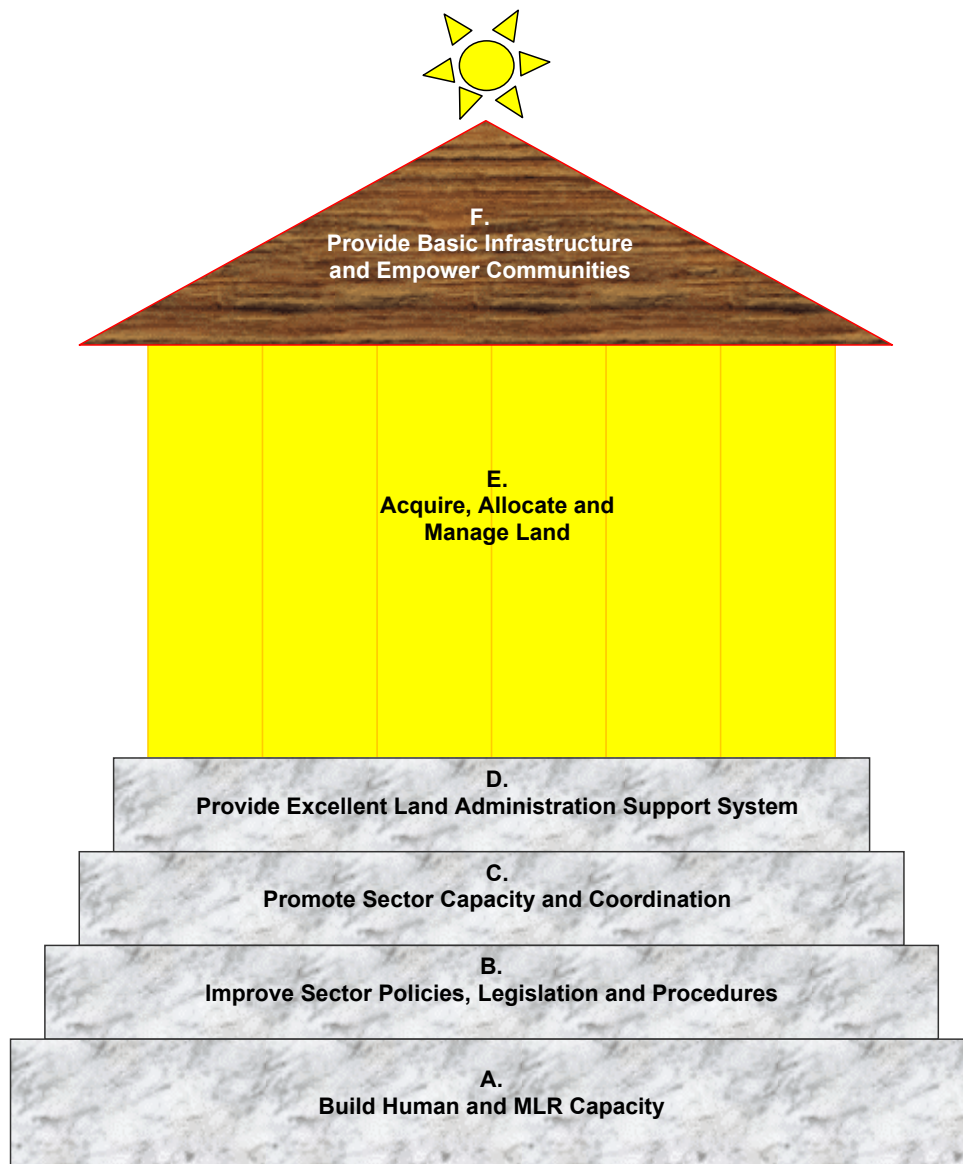


Figure 3: MLR strategic themes

The “House” represents the MLR and is built on the solid foundation of **Theme A**: “Build Human and MLR Capacity”.

Theme B is built upon Theme A and is called “Improve Sector Policies, Legislation and Procedures”.

Theme C follows: “Promote Sector Coordination and PPPs”.

Theme D, the floor of the house, is built on top of Theme C. Theme D is called “Provide Excellent Land Administration Support Systems”.

The walls or columns of the house form **Theme E**: “Acquire, Allocate and Manage Commercial and Communal Land”.

The roof is **Theme F**: “Provide Basic Infrastructure and Empower Communities”. The roof represents the desired end result and it rests on Themes A, B, C, D and E.

Together, these themes ensure a balanced strategy, as they incorporate the various perspectives and elements of a balanced, excellent model.

These are the five main building blocks or strategies that the MLR needs to pursue in order to achieve its vision as custodian of Namibia’s land.

4.1 Theme A: Build Human & MRL Capacity

1. Clear strategic direction and leadership.
2. Staff and skills.
3. Appropriate organisational structure.
4. Learning and high performance culture.
5. Equipped resource centre enabling improved OL, KM, and research and development.

4.2 Theme B: Improve Sector Policies, Legislation & Procedures

1. Understand the land sector: Understand the needs of landless Namibians; consult with stakeholders to identify expectations, mandates, roles and responsibilities; identify land issues.
2. Improve policies and legislation: Review all land-related policies and legislation to identify gaps, duplications or overlaps, conflicts and unnecessary red tape; develop an inclusive, consistent, harmonised and integrated policy framework; address gender inequalities in applications for and allocation of land; improve land tenure, land administration, land use planning, etc.
3. Draw up clear manuals detailing procedures relating to land issues: educate stakeholders on new policies and reform measures; provide on-

going support; contribute technical input into new policies and amended legislation.

4.3 Theme C: Promote Sector Capacity & Coordination

1. Improve knowledge, awareness and perception of stakeholders through education and awareness campaigns based on clear policies, legislation and procedures; promote communication between the various communities and stakeholders; enhance community understanding; support efficient allocation and use of land resources.
2. Improve coordination with other O/M/As, non-governmental organisations and community-based organisations: Assess mandates, roles and responsibilities of all stakeholders in the land sector; liaise with O/M/As and other key land stakeholders in the public domain to ensure that policies and development systems are consistent and coherent with the land policy.
3. Improve coordination with private sector: Liaise with the private sector to ensure that policies and development systems are consistent with the land policy; promote public-private partnerships (PPPs); build and maintain effective local, regional and international partnerships that have vested interest in seeing Namibia resolve the land issue speedily and amicably; encourage private sector development, including land developers and contractors, commercial farmers, communal farmers and land related micro-enterprises.
4. Set up a land agency and a land fund: Facilitate or spearhead the development of a permanent structure to oversee the land reform process; plan, acquire land, coordinate resettlement, monitor, advise and oversee a land agency as it sets targets and effectively acquires and manages land across all regions; strengthen the AALS; establish a resettlement agency or facility to oversee land and project development in communal areas, with the specific aim of assisting resettled beneficiaries with essential procurements and also assistance in marketing their produce; support a cohesive institutional framework at national, regional and local levels ensuring integrated planning and implementation; establish a self-sufficient land fund to finance special land programmes and projects, land acquisitions and to fund essential infrastructure or relevant research aimed at supporting land planning and reform, or assisting the relocation of hired farm labourers and other qualified citizens on specified lands.

5. Improve capacity of land boards, regional councils and local authorities: Provide technical advice and logistical support to decision-makers at local, regional and national levels in all aspects of sustainable use of land as a natural resource for development; encourage local and regional governments to implement more proactive land management strategies for integrated land use by real estate developers (that is, to resolve misallocation of land).
6. Promote optimised agricultural practices combined with environmental protection: Enhance the productivity and participation of communal farmers and encourage them to take full advantage of agricultural opportunities.

4.4 Theme D: Provide Excellent Land Administration Support Systems

1. Complete and update land database including baseline data on the biophysical and socio-economic environment; provide efficient spatial data infrastructure and a fully functional central deed registry.
2. Appropriate ICT: Hardware and software should support land management; convert land data into valuable land information for management decision making.
3. Quality maps and land MIS to be made available to stakeholders: Generate high quality cartographic, topographic and cadastral maps (including GIS) and operate a national land management information system and database that provides strategic information to policy-makers, municipalities, councils, stakeholders and interested members of the public; establish and maintain a geodetic network.
4. Improve ILUPs to facilitate efficient residential, commercial, industrial and agricultural interactions; ensure that land use reflects responsible trade-off between economy and environment; commence assessment of under-utilised or “virgin” land in communal areas.
5. Exercise good financial management: maintain up-to-date and cutting edge financial management systems; ensure prudent in-house financial planning, expenditure management and budget control within the MLR and agencies reporting to it.
6. Functional flexible land tenure system: Ensure effective implementation of flexible land tenure system.

7. Ensure good project management and performance management system: Enable monitoring, evaluation, verification and reporting of performance and management of all projects and initiatives; review the same in accordance with NDPs, strategic and management plans, and against international standards of best practice; monitor compliance with plans and agreements; periodically review existing agreements and licenses on private or public lands; collaborate with the responsible O/M/As to employ a “wise-use management approach” to land use and obligate compliance with existing management agreements, licenses and practices with sustainable development principles; ensure that agreements and licenses with individual landholders comply with the national land policy, and complement regional initiatives for biodiversity management and environmental security.
8. Provide top quality advice to GRN on land issues, land policy, programme performance and to regional authorities and community development organisations on issues of concern to Namibians.

4.5 Theme E: Acquire, Allocate & Manage Land

1. Improve surveys, mapping and demarcation of farmland, towns & other state lands; improve speed and accuracy of land surveys, mapping and demarcation into farming units as stipulated in the Commercial (Agricultural) Land Reform Act, 1995 (No. 6 of 1995).
2. Acquire more land: Assess, test and negotiate land and farms for resettlement purposes; acquire the needed land.
3. Improve land allocation in terms of numbers, quality and speed of allocation; observe existing land rights and access, whilst acquiring, selecting and allocating land to qualified citizens for subsistence and commercial farming, and for private habitat and self-employment activities; improve beneficiary eligibility, screening and selection criteria and methods.
4. Plan development projects to ensure sustainability and viability of farming units; identify need for basic infrastructure and education of beneficiaries.
5. Improve security of tenure through implementing an appropriate land transfer system for land reform beneficiaries to facilitate the efficient creation of more lessees and landowners; increase tenure security amongst beneficiaries through properly prepared, signed and registered lease agreements.

6. Successfully resettle Namibians: Resettle displaced and formerly disadvantaged citizens on earmarked land by means of the civil society/community-driven resettlement programme; provide resettlement services, skills training and seed funds to improve resettled Namibians' ability to generate sustainable livelihoods from the land.
7. Improve land valuation process: Improve speed and accuracy of land valuation of farmland, towns & other state lands; establish an integrated property valuation framework and information system that facilitates timeous, fair taxation and efficient national revenue collection.
8. Improve revenue from rates and taxes by implementing the Land Tax System.
9. Improve estate management of all government-owned land and properties.
10. Consolidate the deeds registration system: Combine the two deeds registration systems.
11. Populate the computerised deeds registration system: Operate a fully automated central deeds registry office.
4. Improve basic infrastructure to improve sustainability and viability of farming activities on communal and commercial land through the provision of essential infrastructure on communal land & in resettlement areas, such as access to roads, water, sanitation, electricity and communication.
5. Verify performance: Monitor and evaluate all resettlement and development projects to assess and report on the impact of land activity on the environment; determine the success of agricultural practices and their socio-economic impact; verify inputs, processes, outputs and outcomes (IPOO); determine to what extent the MLR is contributing to the NDPs and Vision 2030. (This feedback should lead to continuous improvement. Examples of outcome indicators include poverty reduction, employment creation, income growth and income distribution.)

In total, there are 41 objectives in the MLR strategy. As far as possible, these have been linked to depict the general cause and effect relationships.

4.6 Theme F: Provide Basic Infrastructure & Empower Communities

1. Educate & empower resettled communities: Provide pre- and post-settlement tailor-made support packages for the different categories of farmers to unlock entrepreneurial skills and potential of new entrants to the land sector through technical advice, training and support in appropriate farming methods and agricultural practices (post-settlement support benchmark is 2/3 of land acquisition cost); provide on-going support in technical and financial matters to ensure implementation is according to plan and follows best practices for sustained agricultural production, food storage, marketing, protection of ecosystems with a view to improving income generation.
2. Establish cooperatives: Encourage the establishment of institutional structures amongst beneficiaries, promoting cooperation, joint responsibilities and shared resources; assist with the setting up of cooperatives and communal management networks on resettlements and in communal areas.
3. Establish commercial network: Facilitate links between small-, medium- and large enterprise farmers to encourage economies of scale, specialisation and economic benefits for all; maximise gross agricultural output and exports.

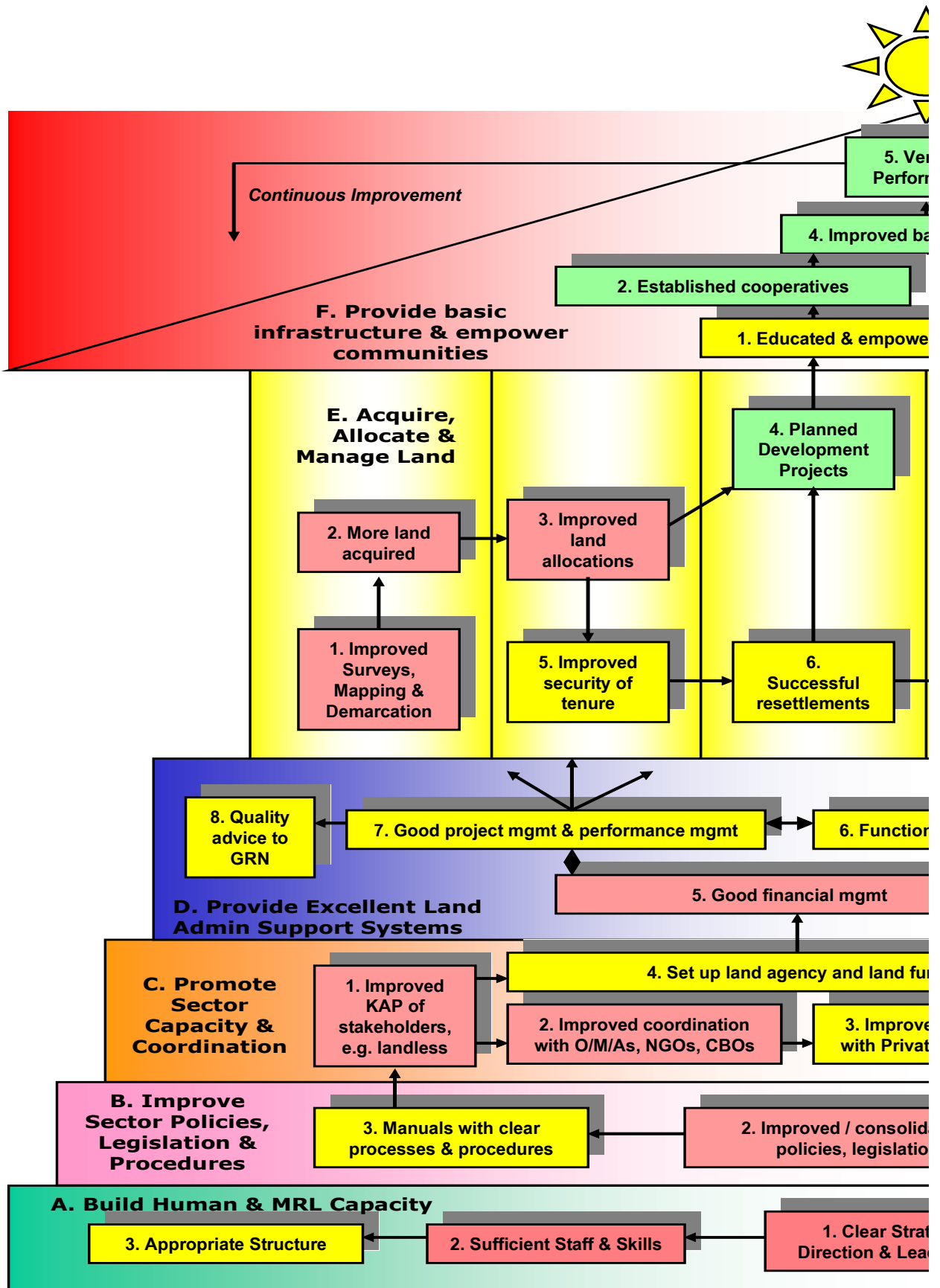
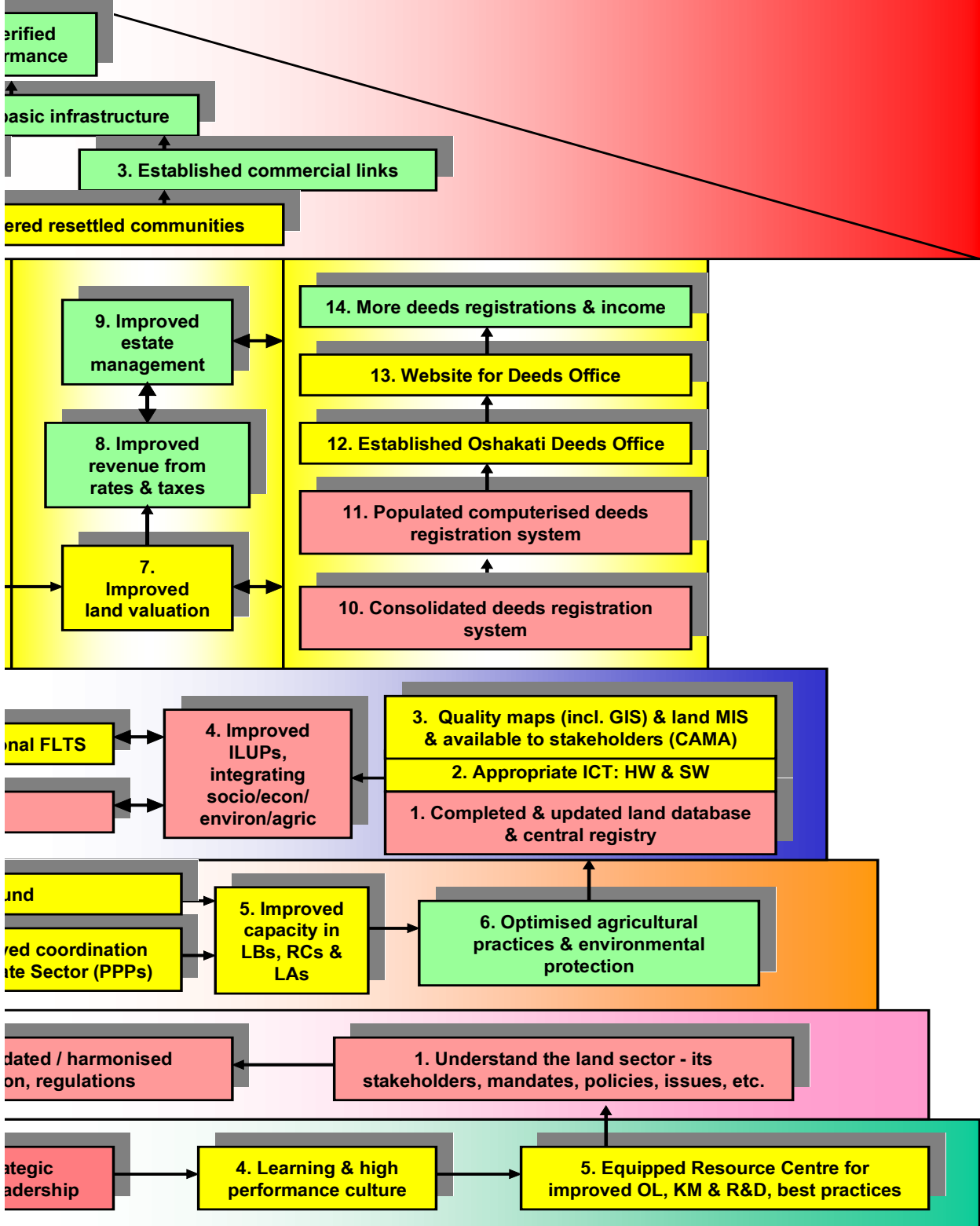
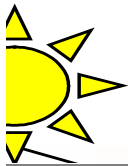


Figure 4: MLR Strategy Map



CHAPTER 5

5. Logical framework

The logical framework is a management tool used to identify the actions that are required to achieve the key strategies of the organisation. These are turned into an operational plan that is achievable within a fixed time period (in this case five years). The essential principle is that higher-level goals/objectives/targets/outputs/strategies are systematically broken down into a set of lower-order activities/initiatives/tasks that if achieved successfully will ensure that the higher order goals/objectives/targets/outputs are achieved. The log frame breaks up massive and overwhelming jobs into “manageable chunks”. It is based on the principle of building on a series of small successes to achieve bigger goals.

Central to the success of any project or programme is the need to identify not only WHAT must be done but WHO should do it. This is critical. An important component of the log frame is the identification of achievable targets or performance indicators. These are then aligned with the job descriptions or terms of reference of the responsible individuals or teams and provide the basis for implementing the staff performance appraisal system. This assumes that the individuals or teams have the necessary resources to undertake the component activities. These resources include the budget, equipment, enabling policies, legal and regulatory framework, procedures and partners. The responsible individuals or teams need to be innovative and proactive and must take responsibility for gathering the resources they require.

Theme A: Build human and MLR capacity

No.	Objective	Performance Indicator	Target date	Accountable position	Priority	No.	Initiative/Project
A1	Clear strategic direction & leadership	<ul style="list-style-type: none"> ▲ Completed Management Plans ▲ Implementation of plans ▲ Clear direction demonstrated by leaders 	2007 2010 2007	Permanent Secretary	1	A1.1	Finalise and implement the strategic and management plans
						A1.2	Training in leadership skills
						A2.1	Develop HRDP based on Strategic Plan
A2	Sufficient staff & skills	<ul style="list-style-type: none"> ▲ Completed HRDP ▲ More staff appointed (e.g. in DDR) ▲ Staff trained = according to HRDP/PDP ▲ Satisfied staff = as surveyed annually 	2007	Deputy Director, General Services	3	A2.2	Appoint required staff, e.g. valuers, surveyors and deeds registry staff that generates income
						A2.3	Train staff to build capacity where required, incl PM
						A2.4	Improve HR policies, working conditions and management
						A2.5	Aids Awareness and education

Theme A: Build human and MLR capacity (continued)

No	Objective	Performance Indicator	Target date	Accountable position	Priority	No	Initiative/Project
A3	Appropriate structure	▲ Revised MLR structure	Mid-2006	Deputy Director, General Services	2	A3.1	Restructure MLR according to strategic plan requirements
A4	Learning & high performance culture	▲ Improved culture = according to agreed upon targets in annual surveys	2009	Director, PRTIS	5	A4.1	Build a high performance culture
						A4.2	Build a learning and knowledge sharing culture
A5	Equipped Resource Centre with improved OL, KM & Research	<ul style="list-style-type: none"> ▲ Procedures in place ▲ Developed KM Information System ▲ Trained staff = numbers and dates ▲ Demonstrated improved OL, KM & Research 	End 2007/2008	Director, PRTIS	4	A5.1	Develop and install KM system and establish Resource Centre
						A5.2	Train staff to use the system for knowledge sharing and research

Theme B: Improve sector policies, legislation and procedures

No	Objective	Performance Indicator	Target Date	Accountable position	Priority	No.	Initiative/Project
B1	Well understood land sector	<ul style="list-style-type: none"> ▲ Good knowledge of the land sector with information on real Namibian land needs and knowledge of the landless ▲ Identified stakeholder expectations, mandates, roles and responsibilities ▲ Identified land issues 	2010	Director, PRTIS	1	B1.1	Surveys / Investigations to determine the land needs of the landless
			2008			B1.2	Prepare stakeholder management plan indicating names, mandates, expectations, roles, responsibilities
			2008			B1.3	Capture on database the land stakeholders and key statistics; evaluate trends and communicate results; provide inputs to NDP3
B2	Improved policies, legislation & regulations	<ul style="list-style-type: none"> ▲ Identified gaps, duplications/overlaps, conflicts and unnecessary red-tape ▲ Gender inequalities in requests and allocation of land addressed ▲ Improved policies ▲ Improved legislation ▲ Implement the improvements in land tenure, land administration, land use planning 	2008	Director, Land Reform Registrar of Deeds Director, PRTIS	2	B2.1	Investigate the status quo of all related legislation, regulations and policies
			2008			B2.2	Harmonise / streamline / simplify land policies
						B2.3	Get approval of land use planning policy
			2009			B2.4	Update/improve Land Tenure Policy and Act
						B2.5	Draft consolidated Sectional Title Bill and get Act approved
			2009			B2.6	Draft Deeds Unified System Bill and get Act approved
						B2.7	Combine Rural and Urban Rates and Taxes Act
						B2.8	Improve and document regulation of valuation process
			B2.9			Improve Communal Land Reform Act	
			B2.10			Improve Policies and Acts of different land tenure systems	
			B2.11			Educate stakeholders in the new legislation, policies and procedures	

Theme B: Improve sector policies, legislation and procedures (continued)

No.	Objective	Performance Indicator	Target Date	Accountable position	Priority	No.	Initiative/Project
B3	Manuals with clear processes & procedures	<ul style="list-style-type: none"> ▲ Clear manuals with land processes and procedures ▲ Educated stakeholders on new policies and reform measures ▲ Provided ongoing support and technical input into new procedures 	2007	Director, PRTIS	3	B3.1	Investigate the status quo of all related legislation, regulations and policies
			2009			B3.2	Harmonize / streamline / simplify land processes and procedures in the form of manuals
						B3.3	Educate stakeholders to use the new procedures

Theme C: Promote sector capacity and coordination

No.	Objective	Performance Indicator	Target date	Accountable position	Priority	No.	Initiative/Project
C1	Improved KAP of stakeholders	<ul style="list-style-type: none"> ▲ Improved KAP of stakeholders = reached annual surveyed targets ▲ More realistic expectations from land owners and landless people ▲ Supporting GRN's communications on land matters ▲ Improved environmental awareness 	2008	Director, PRTIS	3	C.1.1	Determine KAP of various stakeholders
						C1.2	Education and awareness campaigns
C2	Improved coordination with O/M/As, NGOs and CBOs	<ul style="list-style-type: none"> ▲ More contacts/meetings with other O/M/As, NGOs and CBOs ▲ Assessed mandates, roles and responsibilities ▲ Consistent, coordinated policies and developmental systems ▲ Improved standing arrangements for natural resources exploitation, local utilisation, conservation and land restoration ▲ Maintained effective partnerships with O/M/As ▲ Reformed land-related public sector institutions and parastatals ▲ Improved O/M/A capacities to fulfil mandates ▲ Strengthened links with initiatives such as the Green Scheme and CBNRM programmes 	2008	Director, PRTIS	2	C2.1	Carry out a stakeholder analysis, Improve stakeholder communications system
						C2.2	Regularly liaise/meet with all stakeholders to improve relations and create synergy
						C2.3	Improve stakeholder capacities in land matters
						C2.4	
						C2.5	Build effective partnerships

Theme C: Promote sector capacity and coordination (continued)

ON	Objective	Performance Indicator	Target date	Accountable position	Priority	No	Initiative/Project
C3	Improved coordination with private sector	<ul style="list-style-type: none"> ▲ More contacts/meetings with private sector organisations = Numbers and dates ▲ Consistent/harmonised policies and developmental systems ▲ More public-private partnerships (PPPs) ▲ Increased private sector development = land developed and no of contractors ▲ Improved relations and cooperation with commercial farmers, communal farmers and land related micro-enterprises 	continuous	Director, PRTIS	4	C3.1	Carry out a private sector analysis
						C3.2	Improve communications and relations with private sector
						C3.3	Set up PPPs
C4	Set up land agency and land fund	<ul style="list-style-type: none"> ▲ Established land agency / permanent structure to oversee the land reform = Date formed; set land targets ▲ Establish a Resettlement Agency or facility to oversee land and project development in communal areas = improved acquisitions and resettlements ▲ Strengthened the AALS ▲ Established land fund = to finance special land projects, land acquisitions, infrastructures, research 	2008	Director, Land Reform	5	C4.1	Set up land agency
						C4.2	Build institutional capacity of land agency
						C4.3	Strengthen AALS
						C4.4	Set up land fund
						C4.5	Ensure proper management of land fund
C5	Improved capacity in LBs, RCs and LAs	<ul style="list-style-type: none"> ▲ Assessed capacity in LBs, RCs and LAs ▲ Provided technical advice and logistical support in all aspects of land and development ▲ More proactive and integrated land management locally applied ▲ Resolved misallocation of land ▲ More contact with various authorities ▲ Provided assistance to address environmental issues ▲ Improved HR capacity enabling effective implementation of the land reform process ▲ Effective decentralise decision making 	2007	Director, Land Reform	1	C5.1	Do needs assessment at all regional and local offices
						C5.2	Support and oversee regional settlement committees for short listing & selection
						C5.3	Advise and educate the RCs, LAs, Tas and LBs on Land Matters
						C5.4	Prepare RC/LA operational manuals, incl. application, allocation, approval, compensation, rating & taxation
						C5.5	Assist with education of local landless people
C6	Optimised agricultural practices & environmental protection	<ul style="list-style-type: none"> ▲ Optimised agricultural practices ▲ Maximised environmental protection ▲ Enhanced agricultural productivity ▲ Improved participation of communal farmers taking full advantage of agricultural opportunities 	2008	Director, Land Reform	6	C6.1	Do proper EIAs for all land and projects by liaising with MET, Agriculture, etc.
						C6.2	Incorporate best agricultural practices

Theme D: Provide excellent land administration support systems

No.	Objective	Performance Indicator	Target date	Accountable position	Priority	No.	Initiative/Project
D1	Completed & updated land database and central registry	<ul style="list-style-type: none"> ▲ Fully functional central registry ▲ All documents properly filed and easily accessible at a central location ▲ Completed and updated land database, with baseline data on the biophysical and socio-economic environment ▲ Provided efficient spatial data infrastructure ensuring coordinated collaboration in spatial infrastructure development = health, water, electricity, sanitation ▲ Cost-effective, relevant, and up-to-date spatial data ▲ Consumer-friendly spatial environment = 		Registra of Deeds and Surveyor General	2	D1.1	Improve storage and retrieval of documents at a central location; include tracking facility
			2009			D1.2	Integrate various databases, incl. details on ownership, land, maps, deeds, valuation, sales & infrastructure
						D1.3	Regularly update the databases and verify quality of data/information
D2	Appropriate ICT (HW, SW)	<ul style="list-style-type: none"> ▲ Approved ICT development plan ▲ Acquired HW ▲ Acquired SW ▲ Networks established ▲ Support for management decision making 	2007	Deputy Director, General Services	5	D2.1	Do ICT audit to develop ICT development plan
						D2.2	Acquire required hardware, software and networks

Theme D: Provide excellent land administration support systems (continued)

No.	Objective	Performance Indicator	Target date	Accountable position	Priority	No.	Initiative/Project
D3	Quality maps (incl. GIS) & land MIS & available to stakeholders	<ul style="list-style-type: none"> ▲ Cartographic, topographic and cadastral maps ▲ Functional professional and available GIS ▲ Quality and operational national land management information system and database that provides strategic information to all stakeholders ▲ Established & maintained Geodetic Network 	2008	Surveyor General	1	D3.1	Improve system of making data available to stakeholders
						D3.2	Digitize geographical spatial data
D4	Improved ILUPs	<ul style="list-style-type: none"> ▲ No of plans completed on time = New: Kavango, Karas, Hardap, Khomas, Erongo; Update others ▲ Assessment of under-utilised or 'virgin' land in communal areas ▲ Implementation of plans; facilitated efficient residential, commercial, industrial and agricultural interactions ▲ Responsible 'trade-off' between economy and environment 	2009	Director, Land Reform	1	D4.1	Do feasibility and viability studies, considering technical, social, economic and environmental aspects, incl. commercial farms offered for sale
						D4.2	Improve efficiency of ILUP development; streamline procedures for communal and commercial land
						D4.3	Produce the plans
						D4.4	Update information on plans for Kunene, Caprivi, Otjoz, Khomas, Karas, Erongo, central and northern regions
						D4.5	Workshop plan implementation with regions

Theme D: Provide excellent land administration support systems (continued)

No	Objective	Performance Indicator	Target date	Accountable position	Priority	No	Initiative/Project
D5	Good Financial Management	<ul style="list-style-type: none"> ▲ Improved FM system with improved controls ▲ Cost reduction = cut costs by 10% per year ▲ Increased funding = Obtain/generate 10% more funds per year ▲ Good costing, budgeting and management of funds ▲ Sufficient funds; maintain up-to-date ▲ Proven prudent in-house financial planning ▲ Proven budget control within MLR and agencies reporting to it 	2006	Deputy Director, General Services	2	D5.1	Improve financial management system and controls
			2008			D5.2	Determine actual costs of services provided and set appropriate prices/user charges
						D5.3	Implement cost reduction measures
						D5.4	Improve income generation to support strategic and operational budget; improve staffing in critical positions
						D5.5	Establish and manage Land Acquisition Development Fund
D6	Functional FLTS	Operational Flexible Land Tenure System	2008	Director, Land Reform	8	D6.1	Get FLTS finalized and approved
			D6.2			Train communities how FLTS works	
D7	Good Project Mgmt & Performance Mgmt	<ul style="list-style-type: none"> ▲ Regular audits = annually ▲ Audit recommendations implemented = 100% of controls implemented, based on quarterly reports ▲ Regular monitoring, evaluation, verification and reporting of performance = ▲ Proper PM of all projects/initiatives = improved time, costs and quality ▲ Performance verification = Bi-annual verification ▲ Compliance to agreements and licenses = reviewed periodically ▲ Collaboration with the responsible O/M/As 	Annually	Director, PRTIS	2	D7.1	Regular internal audits to implement and evaluate the effectiveness of internal controls
			2008			D7.2	Implement a proper Project Management system
						D7.3	Improve PM of all projects related to land acquisition, allocation, development, education
						D7.4	Implement PMS
						D7.5	Implement improvement measures based on performance verification
D8	Quality advice to GRN	<ul style="list-style-type: none"> ▲ Quality advice support to GRN on land issues, land policy, programme performance and to regional authorities and community development organisations on issues of concern to Namibians 	2009	Director, Land Reform	4	D8.1	Provide regular and quality advice to Minister

Theme E: Acquire, allocate & manage land

No	Objective	Performance Indicator	Target Date	Accountable position	Priority	No.	Initiative/Project
E1	Improved surveys, mapping & demarcation	<ul style="list-style-type: none"> ▲ Efficiency; Costs; Cost recovery ▲ Improved surveys, mapping and demarcation of Farm Lands, Town lands & Other State Lands ▲ Improved speed and accuracy of land surveys, mapping and demarcations - into farming units as stipulated in the Commercial (Agricultural) Land Reform Act, 1995 (No. 6 of 1995) 	2008	Surveyor General	2	E1.1	Cost and charge surveys and maps - for public and private use
			2008			E1.2	Survey, map and demarcate land at the required speed and quality
E2	More land acquired	<ul style="list-style-type: none"> ▲ Completed clear and accepted policy; No of farms per year ▲ Properly valued and reported; Assessing, testing and negotiating for lands and farms for resettlement purposes; acquiring the needed land 	2007	Director, Land Reform	1	E2.1	Improve and clarify acquisition policies (willing B&S); educate the public and liaise with the media; regularly report progress
				Director, PRTIS		E2.2	Purchase land according to the policy and business plan
E3	Improved land allocations	<ul style="list-style-type: none"> ▲ Communal land allocations = numbers, quality and speed ▲ Commercial land allocations = numbers, quality and speed ▲ Observed existing land rights and access, while acquiring, selecting and allocating land to qualified citizens ▲ Improved beneficiary eligibility/ screening/selection criteria and methods 	2008	Director, Land Reform	3	E3.1	Improve screening and selection of beneficiaries
						E3.2	Allocate land to families and cooperatives
						E3.3	Prepare and sign leases
						E3.4	Handle disputes effectively
E4	Planned development projects	<ul style="list-style-type: none"> ▲ Ensured sustainability and viability of farming units; identified need for basic infrastructure and education of beneficiaries 	2008	Director, PRTIS	2	E4.1	Prepare project and business plans for developments on commercial communal and resettled areas
						E4.2	Establish resettlement co operatives and management committees on communal and commercial land
E5	Improved security of tenure	<ul style="list-style-type: none"> ▲ Create more leasees/landowners ▲ Increased tenure security amongst beneficiaries through properly prepared, signed and registered lease agreements 		Director, Resettlement	1	E5.1	Implement more appropriate land transfer system
						E5.2	Improve speed and quality of lease agreements

Theme E: Acquire, allocate & manage land

No	Objective	Performance Indicator	Target Date	Accountable position	Priority	No	Initiative/Project
E6	Successful resettlements	<ul style="list-style-type: none"> ▲ Resettle displaced and formerly disadvantaged citizens on earmarked land, through participation of the civil society/ community-driven resettlement; provide resettlement services, skills training and seed funds to improve their ability to create sustainable livelihood from the land 	Continuous	Director, Resettlement	1	E6.1	Improve resettlement procedures
						E6.2	Improve participation with civil society
			2008			E6.3	Transfer resettlement skills
E7	Improved land valuation	<ul style="list-style-type: none"> ▲ Improved speed and accuracy land valuation of Farm Land, Towns & Other State Lands = every 5 years ▲ Established integrated property valuation framework and information system that facilitate fair taxation timely and efficient national revenue collection; updated valuation rolls; 	2008	Valuer General	2	E7.1	Reevaluate agricultural commercial properties
						E7.2	Streamline procedures, speed and efficiency of whole evaluation process (incl. visits)
E8	Improved revenue from rates and taxes	<ul style="list-style-type: none"> ▲ Implementation of the Land Tax System 	2006	Valuer General	1	E8.1	Train and assist regions/LAs to determine and collect rates and taxes
						E8.2	Enhance collection and stamp duties
						E8.3	Improve enforcement of rates and taxes regulations
E9	Improved estate management	<ul style="list-style-type: none"> ▲ of all government-owned land and properties 	2010	Valuer General	6	E9.1	Establish estate management unit
						E9.2	Improve and document rent regulations for urban and rural areas
						E9.3	Prepare RIP (Register of Immovable Property) incl tenant details for all classes
						E9.4	Prepare a maintenance procedures manual for properties
						E9.5	Determine appropriate rentals, including subsidies
						E9.6	Optimize revenue from rentals

Theme E: Acquire, allocate & manage land

No	Objective	Performance Indicator	Target Date	Accountable position	Priority	No	Initiative/Project
E10	Consolidated deeds registration system	<ul style="list-style-type: none"> ▲ Integrated Deeds Registration System = date 	2007	Registrar of Deeds	2	E10.1	Integrate the two Deeds Registration Systems into one
E11	Populated computerised deeds registration system	<ul style="list-style-type: none"> ▲ Capture 1990-2001 = 2007 ▲ Capture 1978-1989 = 2008 ▲ Capture 1965-1977 = 2009 ▲ Capture 1950-1964 = 2010 ▲ operate a fully automated central deeds registry office; 	2009	Registrar of Deeds	1	E11.1	Capture all registered deeds on computerized system
E12	Established Oshakati Deeds Office	<ul style="list-style-type: none"> ▲ Oshakati office computerised and linked to registry portal at HQ = 2007 ▲ Oshakati office computerised and linked to registry portal at Windhoek head office 	2008	Registrar of Deeds	1	E12.1	Install network, hardware and software at Oshakati
			2008			E12.2	Train Oshakati staff to do deeds registrations
E13	Website for Deeds Office	<ul style="list-style-type: none"> ▲ Website operational for searches and transactions by lawyers, banks, public = 2007 ▲ Income generation; Hosting deeds data through internet = N\$7.5 million by 2010 ▲ make website operational for searches and transactions by lawyers, banks, public, etc; leading to more income 	2009	Registrar of Deeds	2	E13.1	Develop website to host data of deeds registrations for searches and transactions
E14	More deeds registrations & income	<ul style="list-style-type: none"> ▲ No of deeds registered per year = 45,000 per year ▲ Income per year = N\$15 million per year; Improved score ▲ Customer satisfaction as surveyed = 	2010	Registrar of Deeds	1	E14.1	Deeds registrations on computerized system and issuing

Theme F: Provide basic infrastructure and empower communities

No.	Objective	Performance Indicator	Target date	Accountable position	Priority	No.	Initiative/Project
F1	Educated & empowered resettled communities	<ul style="list-style-type: none"> ▲ Provided pre- and post-settlement tailor-made support packages = Amounts (2/3 of land cost); Quality; Numbers per category per year ▲ Ongoing technical advice/training/support in appropriate farming methods/agricultural practices ▲ Implementation according to plan = sustained agricultural production ▲ Improving income generation = N\$ increase per annum ▲ No of trained groups and people = Groups p.a.; individuals p.a. per category 	2007	Director, Resettlement	1	F1.1	Train/educate beneficiaries initially
			2010			F1.2	Issue pre- and post settlement support packages
						F1.3	Provide ongoing training and support
F2	Established cooperatives	<ul style="list-style-type: none"> ▲ No of new cooperatives established amongst beneficiaries = Number per year ▲ Demonstrated improved cooperation = joint responsibilities and shared resources ▲ No of people participating and having ownership in rural development = No p.a. ▲ Improving institutional capacity = demonstrated improved land management 	2007	Director, Resettlement	2	F2.1	Develop guidelines for establishing cooperatives
						F2.2	Assist with establishing cooperatives
						F2.3	Provide ongoing training and support to cooperatives
F3	Established commercial links	<ul style="list-style-type: none"> ▲ Established linkages between small, medium and large farmers = numbers, quality ▲ Applied economies of scale = reduced unit costs ▲ Reduced poverty ▲ Increased employment and income opportunities = no of new jobs; job incomes ▲ Increased agricultural output and exports 	2008	Director, Resettlement	3	F3.1	Develop guidelines for establishing commercial linkages
						F3.2	Assist with establishing of commercial linkages
						F3.3	Facilitate PPPs
			2010			F3.4	Provide ongoing training and support to PPPs
						F4.1	Develop boreholes and irrigation
F4	Improved basic infrastructure	<ul style="list-style-type: none"> ▲ Improved sustainability and viability of farming activities on communal and commercial land = ▲ Provision of essential infrastructure in communal land & resettlement areas; e.g. access roads and boreholes/water, sanitation, electricity and communication = No of projects; % of land; No of houses 	2010	Director, Resettlement	3	F4.2	Develop roads
						F4.3	Provide electricity
						F4.4	Improve sanitation
						F4.5	Build houses / structures

Theme F: Provide basic infrastructure and empower communities (continued)

No	Objective	Performance Indicator	Target date	Accountable position	Priority	No	Initiative/Project
F5	Verified performance	<ul style="list-style-type: none"> ▲ Monitored, evaluated resettlements & development projects = frequency, quality reports; stakeholder satisfaction ▲ Performance verifications = six-monthly quality verifications according to PMS Module 12 ▲ Reported impacts on the environment = frequency, quality reports; stakeholder satisfaction ▲ Determined success of agricultural practices ▲ Determined socio-economic impacts = ▲ Outcome indicators such as poverty reduction, employment creation, income growth, income distribution = ▲ Determined extent MLR is contributing to the NDP and Vision 2030 = ▲ Implemented feedback towards CI 	Annually	Director, PRTIS	1	F5.1	Evaluate success with agricultural projects
						F5.2	Evaluate success with infrastructure projects
						F5.3	Evaluate success with land acquisition, allocation, resettlement and management
						F5.4	Verify performance according to PMS Module 12
			2008			F5.5	Implement corrective / improvement measures to ards continuous improvement
						F5.6	Report and communicate performance to feedback in planning processes

ANNEXURE A

Stakeholders

Given the nature, urgency and sensitivity of the land issues in Namibia, there are numerous land stakeholders, (local and international, public and private), that have vested interest in working with the MLR to secure an amicable and equitable solution. The diagram below highlights the key stakeholder categories.

These stakeholders all have an interest and a role to play in the MLR and its activities, and each influences the MLR to some extent – in ways large or small, direct or indirect.

The MLR, therefore, has to manage these stakeholders by:

- Knowing their roles
- Understanding their needs
- Building good relations
- Maintaining regular communications
- Educating them on land matters
- Minimising potential negative influences

The diagram below summarises these key stakeholder groups and their expectations of MLR.

Stakeholder Grouping	Stakeholder Name	Expectation
1. Namibian Citizens	The land owners	To protect their land ownership rights; to get market-related prices for their land
	The landless	To obtain and own land, to be resettled
2. MLR Staff	Management	Clear vision, objectives, policies, guidelines, PMS, etc
	Professional staff	Opportunities, growth, remuneration
	All other staff members	Security, clear policies, guidelines
3. NGOs	Local NGOs and Local CBOs	To be consulted & involved in planning, and providing training and extension services to resettled beneficiaries
	Local Donor and Bilateral Cooperation Agencies	To be approached with funding requests and technical assistance

Stakeholder Grouping	Stakeholder Name	Expectation
4. Other Ministries	Office of the President	Policy directive on the implementation of land policy and legislation
	Office of the Prime Minister	Support in the efficient implementation of Strategic Plan
	Ministry of Regional and Local Government and Housing	Technical support & professional advice in proclaiming villages, settlement areas & towns
	Ministry of Environment and Tourism	Clear integrated land use plans & technical support in using natural resources sustainable.
	Ministry Fisheries and Marine Resources	Clear maritime boundaries, land use policies & land use plans, support to resettlement projects (fishing, aquaculture, etc)
	Ministry of Agriculture, Water and Rural Development	To be consulted & involved in providing services to resettled farmers (water, extensions services, veterinary services, etc.)
	Ministry of Mining and Energy	Clear land use policies & land use plans
	Ministry of Health and Social Services	Consultation & involvement in planning resettlement areas (sanitation, health facilities, HIV/AIDS counselling, etc).
	Ministry of Youth, Sports and Culture	Land for agricultural projects
	Ministry of Education	Consultation & involvement in planning (schools, literacy, adult education, etc.)
	Ministry of Works, Transport and Communication	Consultation & involvement in planning and construction of access roads in resettlement areas.
	Ministry of Trade and Industry	Consultation on matters related to local and foreign investment
	Ministry of Labour	Collaboration & involvement on issues related to farm workers
5. Regional & Local Authorities	Ministry of Justice (Attorney-General's Office)	Collaboration & involvement/consultation on legal matters.
	Ministry of Finance	Consultation & involvement in financial (budget) and land tax matters.
	National Planning Commission	Collaboration & on social + economical development issues (Planning and provision of capital (development) funds
	Land Boards	Legal mandate and support to administer communal lands
	Regional Councils	Technical & administrative support
	Local Authorities	Technical support

Stakeholder Grouping	Stakeholder Name	Expectation
6. Private Sector	Private Sector Umbrella Organisation, e.g. NCCI	To play a role in the implementation of land reform and resettlement activities.
	Various industries	Clear land use policies
	Professionals, e.g. engineers, town planners, surveyors	Involvement to provide professional & technical advice
	Tourism	Clear land use policies and plans
	Environmental	Consultation on environmental issues
	Agricultural	Consultation to provide professional input
	Training institutions	Consultation to provide training & professional advice

Stakeholder Grouping	Stakeholder Name	Expectation
6. Private Sector	Private Sector Umbrella Organisation, e.g. NCCI	To play a role in the implementation of land reform and resettlement activities.
	Various industries	Clear land use policies
	Professionals, e.g. engineers, town planners, surveyors	Involvement to provide professional & technical advice
	Tourism	Clear land use policies and plans
	Environmental	Consultation on environmental issues
	Agricultural	Consultation to provide professional input
7. International organisations	Training institutions	Consultation to provide training & professional advice
	Development Organisations	Lawful land reform
	Donors	Funding or technical assistance requests
	International NGOs	Funding & technical assistance requests
8. Southern African states	South Africa, Zimbabwe, etc.	Bilateral agreements and Technical assistance requests

ANNEXURE B

Resource requirements

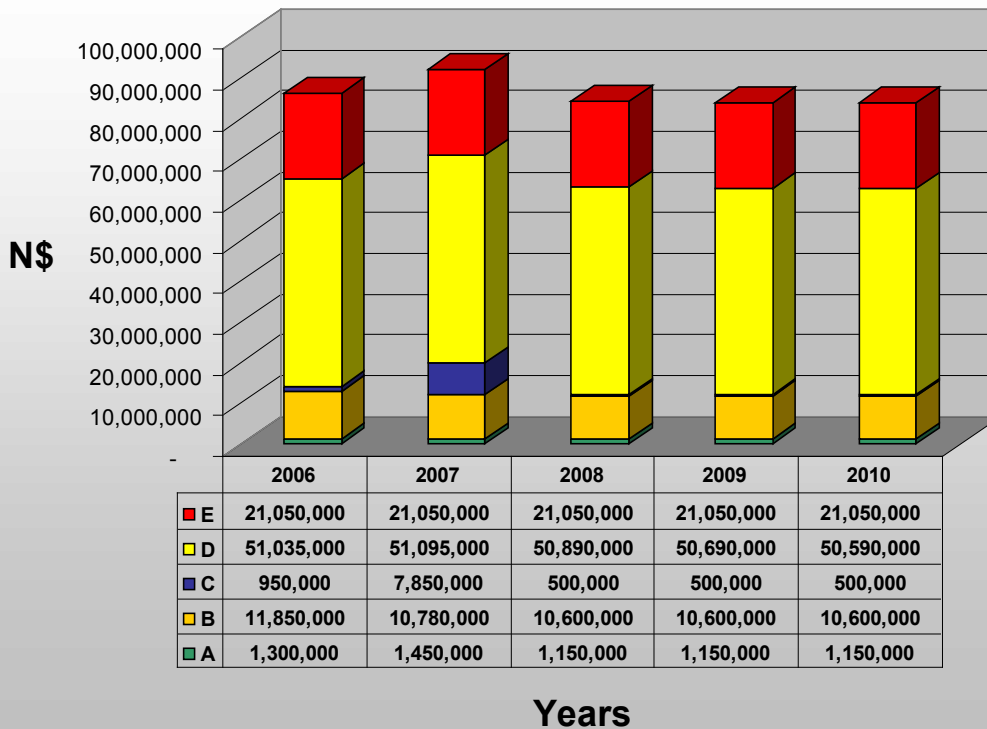
The cost implications of this Strategic Plan are summarised below for a period of five years, starting 2006.

The diagram indicates clearly that Theme E (land acquisition, allocation and management) would require the bulk of the funds (about N\$88,600,000) per annum. This is followed by Themes B and D. For land reform to be successful, a need has been identified to provide post-settlement support to the beneficiaries under the resettlement programme. The post-settlement support is to be provided to beneficiaries in both freehold (commercial) and non-freehold (communal) areas. The scenario illustrated above indicates that the MLR would require about N\$132,500,000 million per annum to fund the

activities of this Strategic Plan. To successfully implement and achieve all the set objectives and strategies over a period of five years, the Ministry would require about N\$662,500,000 million.

Human resource and capacity building (Theme A) is an area that needs attention, especially in the fields of land surveying, property valuation and land management. This component also includes other facilities and equipment that are needed to facilitate smooth implementation of the land reform and resettlement programme. It is estimated that the Ministry would require at least N\$3,300,000 million per year to fund capacity building.

Annual Costs of Strategic Initiatives per Theme



MINISTRY OF LANDS AND RESETTLEMENT

No.	Initiative	Description	Resp.	SJO	Exist	Total budget N\$	2006	2007	2008	2009	2010
A1.1	Finalise and implement the strategic and management plans	Cascade the Strategic Plan to unit management plans based on the revised structure and ensure implementation according to PMS guidelines	Director, PRTIS	J	N	-	-	-	-	-	-
A1.2	Training in leadership skills	Train management in leadership skills	Deputy Director, GS	J	Y	250,000	50,000	50,000	50,000	50,000	50,000
A2.1	Develop HRDP based on Strategic Plan	Develop the HRP and HRDP based on the Strategic Plan, according to the PMS	Deputy Director, GS	S	N	-	-	-	-	-	-
A2.2	Appoint required staff, e.g. valuers, surveyors and deeds registry staff that generates income	Based on HRP, appoint staff where capacity is required to achieve strategic objectives	Deputy Director, GS	S	N	-	-	-	-	-	-
A2.3	Train staff to build capacity where required, incl PM	Based on HRDP, train staff where more capacity is required to achieve strategic objectives	Deputy Director, GS	J	Y	2,500,000	500,000	500,000	500,000	500,000	500,000
A2.4	Improve HR policies, working conditions and management	Improve the HR policies, working conditions and HR management in general	Deputy Director, GS	S	Y	200,000	200,000	200,000			
A2.5	Aids Awareness and education	Raise awareness among staff members by distributing condoms and HIV/AIDS materials and awareness workshops	Director, PRTIS		Y	2,500,000	500,000	500,000	500,000	500,000	500,000
A4.1	Build a high performance culture	Through continuous meetings and workshops, cultivate a culture according to the Charters	PS	S	Y	250,000	50,000	50,000	50,000	50,000	50,000
A											

No.	Initiative	Description	Resp.	SJO	Exist	Total budget N\$	2006	2007	2008	2009	2010
A3.1	Restructure MLR according to Strategic Plan requirements	Restructure MLR according to HRP and Strategic Plan	PS	S	N	70,000	-	35,000	35,000		
A5.1	Develop and install KM system and establish Resource Centre	Design an appropriate system for knowledge sharing and research; provide facility; install	Director, PRTIS	O	N	100,000		100,000			
A5.2	Train staff to use the system for knowledge sharing and research	Train staff to use system for maximum leverage of information and knowledge for improved research and service delivery	Director, PRTIS	J	N	200,000		50,000	50,000	50,000	50,000
A							1,300,000	1,485,000	1,185,000	1,150,000	1,150,000

MINISTRY OF LANDS AND RESETTLEMENT

No.	Initiative	Description	Resp.	SJO	Exist	Total budget N\$	2006	2007	2008	2009	2010
B1.1	Surveys / Investigations to determine the land needs of the landless	Conduct socio-economic surveys to determine needs of the landless	Director, PRTIS		N	400,000		100,000	100,000	100,000	100,000
B1.3	Capture on database the land stakeholders and key statistics; evaluate trends and communicate results; provide inputs to NDP3	Capture all key land reform statistics onto a database and publish statistical bulletin	Director, PRTIS		N	280,000		70,000	70,000	70,000	70,000
B2.2	Harmonise / streamline / simplify land policies	Identify grey areas in land policies and clarify them by producing simplified pamphlets and brochures	Director, PRTIS		Y	250,000	50,000	50,000	50,000	50,000	50,000
B2.11	Educate stakeholders in the new legislation, policies and procedures	Conduct information sharing meetings & workshops with stakeholders to inform them on policy & legislation issues	Director, PRTIS		Y	160,000		40,000	40,000	40,000	40,000
B2.5	Draft consolidated Sectional Title Bill and get Act approved	Engage a legal consultant to consolidate the Sectional Title into an Act and have it approved by Parliament	Registrar of Deeds		Y	140,000	10,000	30,000	30,000	70,000	
B2.6	Draft Deeds Unified System Bill and get Act approved	Consolidate the Windhoek and Rehoboth Deeds Registries to operate a unified deeds registration system	Registrar of Deeds		Y		20,000	40,000	40,000		
						3,020,000	10,000	1,000,000	1,000,000	10,000	1,000,000
							90,000	1,330,000	1,330,000	340,000	1,260,000

B

No.	Initiative	Description	Resp.	SJO	Exist	Total budget N\$	2006	2007	2008	2009	2010
B1.1	Surveys / Investigations to determine the land needs of the landless	Conduct socio-economic surveys to determine needs of the landless	Director, PRTIS			100,000	100,000				
B1.3	Capture on database the land stakeholders and key statistics; evaluate trends and communicate results; provide inputs to NDP3	Capture all key land reform statistics onto a database and publish statistical bulletin	Director, PRTIS			250,000	50,000	50,000	50,000	50,000	50,000
C2.1	Carry out a stakeholder analysis, incl. MoF, Agriculture, MWTC, MRLGHRD, Education, Health	Also workshops to educate and train stakeholders	Director, PRTIS			200,000		100,000	100,000		
C2.2	Improve stakeholder communications system	Develop a Communication Strategy to reach out to all stakeholders in the land reform sectors	Director, PRTIS		Y		100,000	30,000			
C2.3	Regularly liaise/meet with all stakeholders to improve relations and create synergy	Conduct information sharing meetings & workshops with stakeholders to inform them on policy & legislation issues	Director, PRTIS			240,000		60,000	60,000	60,000	60,000
B2.1	Investigate the status quo of all related legislation, regulations and policies	Find out the stages of formulation of all land reform related legislations and policies and device mechanism for speeding up the finalization process and approval	Director, PRTIS		Y	900,000		300,000	300,000	300,000	
B2.2	Harmonise / streamline / simplify land policies	Identify grey areas in land policies and clarify them by producing simplified pamphlets and brochures	Director, PRTIS			250,000	50,000	50,000	50,000	50,000	50,000

MINISTRY OF LANDS AND RESETTLEMENT

No.	Initiative	Description	Resp.	SJO	Exist	Total budget N\$	2006	2007	2008	2009	2010
B2.11	Educate stakeholders in the new legislation, policies and procedures	Conduct information sharing meetings & workshops with stakeholders to inform them on policy & legislation issues	Director, PRTIS			200,000		50,000	50,000	50,000	50,000
B2.5	Draft consolidated Sectional Title Bill and get Act approved	Consolidate the Namibian Sectional Title Act with the SA Sectional Title Act to have a unified system	Registrar of Deeds			240,000	60,000	60,000	60,000	60,000	
B2.6	Draft Deeds Unified System Bill and get Act approved	Consolidate the Windhoek and Rehoboth Deeds Registries to operate a unified deeds registration system	Registrar of Deeds			300,000	60,000	60,000	60,000	60,000	60,000
B2.8	Improve and document regulation of valuation process	Develop regulations and procedure manual for valuation	Valuer General			100,000	50,000	50,000			
B2.3	Get approval of land use planning policy	Develop a land use planning policy and seek approval of the policy by Cabinet	Director, Land Reform		Y	90,000		30,000	30,000	30,000	
B2.3	Update/improve Land Tenure Policy and Act	Develop a land tenure policy to be in harmony with the land reform acts	Director, Land Reform		Y	100,000	50,000	50,000			
B2.4	Improve Communal Land Reform Act	Identify loopholes in the Communal Land Act and make amendments	Director, Land Reform		Y	200,000	50,000	50,000	50,000	50,000	
B2.9	Do needs assessment at all regional and local offices	Conduct a needs assessment to identify needs of regional offices in order to improve service delivery	Director, Land Reform			310,000		100,000	70,000	70,000	70,000

No.	Initiative	Description	Resp.	SJO	Exist	Total budget N\$	2006	2007	2008	2009	2010
C5.2	Support and oversee regional settlement committees for short-listing & selection	Provide technical and administrative support to regional resettlement committees	Director, Resettlement		Y	500,000	100,000	100,000	100,000	100,000	100,000
C5.3	Advise and educate the RCs, LAs, Tas and LBs on Land Matters	Conduct workshops and meetings with RCs, LAs, TA and Land Boards on land reform matters	Director, Land Reform		Y	50,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
C5.4	Prepare RC/LA operational manuals, incl. application, allocation, approval, compensation, rating & taxation	Develop regulations and procedure manual for valuation	Valuer General		N	900,000		300,000	300,000	300,000	
C5.5	Assist with education of local landless people	Conduct information sharing meetings & workshops with stakeholders to inform them on policy & legislation issues	Director, Land Reform			1,000,000	200,000	200,000	200,000	200,000	200,000
C6.1	Do proper EIAs for all land and projects by liaising with MET, Agriculture, etc.	Conduct feasibility and EIA studies for all projects by consulting MET, MAWF, MRLGHRD to determine viability of land-based projects	Director, PRITIS		N	500,000	100,000	100,000	100,000	100,000	100,000
C6.2	Incorporate best agricultural practices	Liaise with Farmers' unions and engage them in training resettled farmers	Director, Resettlement		Y	300,000	60,000	60,000	60,000	60,000	60,000
						11,030,000	11,800,000	11,640,000	11,540,000	10,800,000	10,800,000

MINISTRY OF LANDS AND RESETTLEMENT

No.	Initiative	Description	Resp.	SJO	Exist	Total budget N\$	2006	2007	2008	2009	2010
D2.1	Do ICT audit to develop ICT development plan	Conduct a comprehensive ICT audit within the MLR to determine the ICT needs of the Ministry	Deputy Director, GS	J	Y	100,000	100,000				
D2.2	Acquire required hardware, software and networks	Purchase and provide the required computers and networks to improve efficiency and communication in the Ministry.	Deputy Director, GS	J	Y		250,000	1,000,000			
D1.1	Improve storage and retrieval of documents at a central location; include tracking facility	Improve the filing and storage system of official documents in the registry	Deputy Director, GS	J	Y	60,000		30,000	30,000		
D1.2	Integrate various databases, incl. details on ownership, land, maps, deeds, valuation, sales & infrastructure	Develop and improve the land information into an integrated system	Surveyor General			1,000,000	200,000	200,000	200,000	200,000	200,000
D3.1	Improve system of making data available to stakeholders	Develop and manage a computerised valuation system to improve efficiency and quality control.	Valuer General			1,850,000		350,000	500,000	500,000	500,000
D3.2	Digitize geographical spatial data	Design and conduct training for all possible user of the CAMA System	Valuer General			670,000		70,000	200,000	200,000	200,000
D5.1	Improve financial management system and controls	Improve the system of financial management for improved control	Deputy Director, GS	J	Y	-	-	-	-	-	-
D5.3	Implement cost reduction measures	Cut costs on transport, telephones, etc. based on an in depth investigation on costs	Deputy Director, GS	J	Y	-	-	-	-	-	-
D5.4	Improve income generation to support strategic and operational budget; improve staffing in critical positions		Deputy Director, GS			-		-	-	-	-

No.	Initiative	Description	Resp.	SJO	Exist	Total budget N\$	2006	2007	2008	2009	2010
D5.5	Establish and manage Land Acquisition Development Fund	Investigate ways to increase income from internal and external sources	Deputy Director, GS	J	Y	400,000	200,000	200,000			
D7.1	Regular internal audits to implement and evaluate the effectiveness of internal controls	Carry out annual internal audits and implement the recommended controls and improvement measures; report on progress quarterly	Director, PRTIS	J	Y	-	-	-			
D7.2	Implement a proper Project Management system	Design and implement a proper PM system based on PMBOK of PMI for improved scope, time, cost and quality management of all projects	Director, PRTIS	O	N	400,000	100,000	100,000	100,000	100,000	
D7.3	Improve PM of all projects related to land acquisition, allocation, development, education	Design and implement a proper PM system based on PMBOK of PMI for improved scope, time, cost and quality management of all projects	Director, PRTIS			500,000	100,000	100,000	100,000	100,000	100,000
D7.4	Implement PMS	Be trained and implement PMS with the support of OPM; regularly monitor, evaluate and report performance	PS		Y		-	-			
D7.5	Implement improvement measures based on performance verification	Performance verification system properly followed	PS	J	N	-	-	-			
D8.1		Better equip central location for filing and registry; improve procedures; train staff; properly track documents	Deputy Director, GS	S	N	100,000	50,000	50,000			
						1,000,000	2,100,000	1,130,000	1,100,000	1,000,000	

MINISTRY OF LANDS AND RESETTLEMENT

No.	Initiative	Description	Resp.	SJO	Exist	Total Budget N\$	2006	2007	2008	2009	2010
D4.1	Do feasibility and viability studies, considering technical, social, economic and environmental aspects, incl. commercial farms offered for sale	Conduct assessment and valuation of farms offered for sale to determine suitability for resale purposes	Director, Land Reform			250,000	50,000	50,000	50,000	50,000	50,000
D4.2	Improve efficiency of ILUP development; streamline procedures for communal and commercial land		Director, Land Reform			100,000	100,000				
D4.3	Produce the plans	Integrated land use plans made available	Director, Land Reform			7,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
D4.4	Update information on plans for Kunene, Caprivi, Otjoz, Khomas, Karas, Erongo, central and northern regions	Updated Integrated land use plans made available	Director, Land Reform			250,000	50,000	50,000	50,000	50,000	50,000
D4.5	Workshop plan implementation with regions	Implementation of regional land use plans well understood by relevant stakeholders in all regions	Director, Land Reform					60,000	60,000	60,000	-
E2.1	Improve and clarify acquisition policies (willing B&S); educate the public and liaise with the media; regularly report progress	The processes of land acquisition clearly understood by the public and the commercial farmers	Director, PRTIS			200,000		50,000	50,000	50,000	50,000
E2.2	Purchase land according to the policy and business plan	More farms acquired according to annual plan	Director, Land Reform			250,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000
E1.1	Cost and charge surveys and maps - for public and private use	Improve the collection of fees on surveys and maps	Surveyor General			-					

No.	Initiative	Description	Resp.	SJO	Exist	Total Budget N\$	2006	2007	2008	2009	2010
E1.2	Survey, map and demarcate land at the required speed and quality	Accelerate surveying of farms and quality control for resettlement purposes	Surveyor General			1,200,000	300,000	300,000	300,000	300,000	
E5.1	Implement more appropriate land transfer system	Efficient land transfer system	Director, Land Reform			-					
E5.2	Improve speed and quality of lease agreements	Lease agreements signed by all resettled farmers	Director, Resettlement			140,000	70,000	70,000			
E3.1	Improve screening and selection of beneficiaries	Develop clear selection criteria for resettlement beneficiaries	Director, Resettlement			-					
E3.2	Allocate land to families and cooperatives	Reduce the process and timeframe of land allocation	Director, Resettlement			-					
E3.3	Prepare and sign leases	Lease agreements signed by all resettled farmers	Director, Resettlement			-					
E3.4	Handle disputes effectively	Land disputes resolved timely to avoid backlogs	Director, Land Reform			-					
E6.1	Improve resettlement procedures	Resettlement manuals developed and used by resettlement offers and regional resettlement committees	Director, Resettlement			-					
E6.3	Transfer resettlement skills	Provide training to resettlement beneficiaries	Director, Resettlement			-					
	Prepare project and business plans for developments on commercial, communal and resettled areas	Project proposals developed for new projects	Director, PRTIS			1,000,000	200,000	200,000	200,000	200,000	200,000

MINISTRY OF LANDS AND RESETTLEMENT

No.	Initiative	Description	Resp.	SJO	Exist	Total budget N\$	2006	2007	2008	2009	2010
F2.2	Establish resettlement cooperatives and management committees on communal and commercial land	Encourage resettled farmers to form cooperatives	Director, Resettlement			-					
E7.1	Re-evaluate agricultural commercial properties	Valuation of all farms that are offered for sale	Valuer General			-					
E7.2	Streamline procedures, speed and efficiency of whole evaluation process (incl. visits)	Valuation manuals developed and properly used to reduce time in valuing farms/properties	Valuer General			-					
E9.1	Establish estate management unit	Set up a unit with the required staff, skills and equipment to manage all properties/estates effectively and efficiently	Valuer General			250,000	50,000	100,000	100,000		
E9.2	Improve and document rent regulations for urban and rural areas	Document and distribute clear regulations	Valuer General			150,000	50,000	50,000	50,000		
E9.3	Prepare RIP (Register of Immovable Property) incl tenant details for all classes	Survey, assess and capture data of properties and tenants in RIP by liaising with MWTC and other O/M/As and individuals	Valuer General			300,000		100,000	100,000	100,000	
E9.4	Prepare a maintenance procedures manual for properties	Provide details on the maintenance process, decision making between repair, maintain or sell; procedures for rent setting and funding collection and management	Valuer General			150,000	50,000	50,000	50,000		
E9.5	Determine appropriate rentals, including subsidies	Analyse costs, affordability levels, subsidy policies, etc to set and update rentals	Valuer General			50,000	50,000				

No.	Initiative	Description	Resp.	SJO	Exist	Total budget N\$	2006	2007	2008	2009	2010
E9.6	Optimise revenue from rentals	Minimise costs; maximise income; optimise financial management (incl. cash flow management)				-	-				
E8.1	Train and assist regions/LAs to determine and collect rates and taxes	Rates and taxes properly determined and facilitate smooth collection thereof.	Valuer General			150,000	50,000	100,000			
E8.2	Enhance collection and stamp duties	Decentralize the collection of deeds fees to some regional offices	Registrar of Deeds			-	-	-			
E8.3	Improve enforcement of rates and taxes regulations	Proper guidance and assistance given on collection of stamp duties and other fees				-	-	-			
E11.1	Capture all registered deeds on computerised system	Capture all deeds to populate the new computerised deeds registration system	Registrar of Deeds	O	Y	60,000	50,000	10,000			
E12.1	Install network, hardware and software at Oshakati	Install network, hardware and software at Oshakati to be linked to HQ to be able to do deeds registrations for the northern part of the country; lease a VPN line	Deputy Director, GS	O	Y	70,000	35,000	35,000			
E12.2	Train Oshakati staff to do deeds registrations	Give training to staff in Oshakati Deeds office	Registrar of Deeds	J	Y	1,500,000	300,000	300,000	300,000	300,000	300,000
E13.1	Develop website to host data of deeds registrations for searches and transactions	Develop the website, set up link with OPM server, lease VPN line; link to E-Government initiative	Registrar of Deeds	O	N	300,000	60,000	60,000	60,000	60,000	60,000
E14.1	Deeds registrations on computerised system and issuing	Computerise Deeds Registry System to improve storage and quality of cadastral data.	Registrar of Deeds	O	N	270,000	90,000	90,000	30,000	30,000	30,000
						51,285,000	51,575,000	51,370,000	51,100,000	50,640,000	

MINISTRY OF LANDS AND RESETTLEMENT

No.	Initiative	Description	Resp.	SJO	Exist	Total budget N\$	2006	2007	2008	2009	2010
F4.1	Develop boreholes and irrigation	Drill and rehabilitate boreholes on resettlement farms	Director, Resettlement			25,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
F4.5	Build houses / structures	Provide basic houses for resettled beneficiaries, especially category one	Director, Resettlement			25,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
F5.1	Evaluate success with agricultural projects	Monitor and evaluate the projects	Director, PRTIS			10,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
F5.6	Report and communicate performance to feedback in planning processes	Provide report on the performance of land reform and resettlement projects	Director, PRTIS			50,000	10,000	10,000	10,000	10,000	10,000
F1.1	Train/educate beneficiaries initially	Train beneficiaries how to farm and run a business	Director, Resettlement			45,000,000	9,000,000	9,000,000	9,000,000	9,000,000	9,000,000
	Evaluate success with infrastructure projects	Monitor all construction projects related to land reform and resettlement	Director, PRTIS			250,000	50,000	50,000	50,000	50,000	50,000
							21,060,000	21,060,000	21,060,000	21,060,000	21,060,000

	2006	2007	2008	2009	2010
A	1,300,000	1,485,000	1,185,000	1,150,000	1,150,000
B	90,000	1,330,000	1,330,000	340,000	1,260,000
C	11,030,000	11,800,000	11,640,000	11,540,000	10,800,000
D	1,000,000	2,100,000	1,130,000	1,100,000	1,000,000
E	51,285,000	51,575,000	51,370,000	51,100,000	50,640,000
F	21,060,000	21,060,000	21,060,000	21,060,000	21,060,000
TOT	85,765,000	89,350,000	87,715,000	86,290,000	85,910,000

ANNEXURE C

Organisational intervention

Without a proper implementation strategy and the commitment of management, the Strategic Plan alone will not improve the performance of the Ministry. It is therefore recommended that the following interventions be put in place if the plan is to be implemented effectively and efficiently.

a) Appoint a Strategic Plan implementation team

A Strategic Plan implementation team should be appointed, under the leadership of the permanent secretary, to drive and oversee the implementation of the Strategic Plan. The implementation team should meet on a quarterly basis to discuss implementation progress and, where necessary, to recommend or improve the reporting system.

b) Training intervention

Strategy implementation deals with translating thoughts into action. Training in strategic leadership is an important element of the implementation phase.

Strategic leadership describes a management style that is closely aligned with organisational culture and in this case, is a management style that aims to implement new strategies that will streamline the effective operation of the Ministry. Managers need to lead by example.

The ability to anticipate, envision, maintain flexibility and empower others to implement strategic change is vital. It is

also essential for managers to articulate a strategic vision and mission for the organisation and to motivate others to buy into the vision and the mission. This can only be achieved through strategic leadership and management.

c) Resources and structure as the core drivers and instruments for effective strategy implementation.

Structure follows strategy. The revision of the organisational structure is essential in order to ensure that the new structure supports the strategies.

It is also recommended that the organisation should align its resources to its main business areas and priorities.

d) The Strategic Plan cascade

Line management should be absolutely clear on the main objectives and initiatives of the Strategic Plan. They are accountable for implementing and maintaining the Strategic Plan.

In turn, managers are expected to make members of their organisational team responsible for certain initiatives as part of the cascading process. In this way, information about the Ministry's vision will cascade down from top management to all staff members and other relevant stakeholders. The five-year Strategic Plan and the annual business plans will similarly be communicated to all departments of the Ministry and to individual staff members.

ANNEXURE D

The way forward

- ❧ Establishment of Strategic Plan Committee.
- ❧ Organisational Review and Institutional Audit.
- ❧ Leadership training.
- ❧ Business Plan 2007 in line with Strategic Plan.
- ❧ Facilitation and the implementation of the Strategic Plan.

