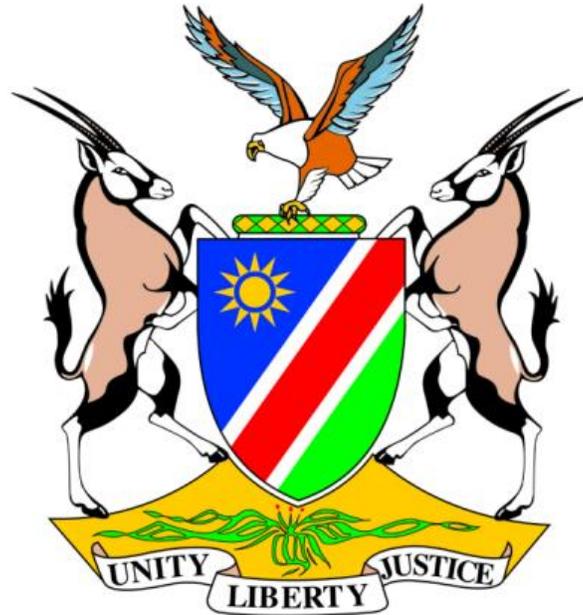


REPUBLIC OF NAMIBIA



**STATEMENT BY
HONOURABLE FRANS KAPOFI, MINISTER OF HOME AFFAIRS AND
IMMIGRATION,
AT THE
OPENING CEREMONY OF
OF THE STRATEGIC, ANNUAL PLANNING AND PERFORMANCE
MANAGEMENT SYSTEM RETREAT**

NIPAM, Windhoek

18 February 2019

Checked against delivery

Honourable Maureen Hinda-Mbuende, Deputy Minister of Home Affairs and Immigration;

Mr. Etienne Maritz, Executive Director;

Management Members of the Ministry;

Participating Officials of the Ministry;

Members of the Media,

Ladies and Gentlemen;

Good morning to you all.

I am pleased to address you this morning as we open the 2019 Strategic Plan Review, Annual Planning and Performance Management System Retreat. It is at sessions like this, that we get an opportunity to interact and engage each other to exchange views about our mission and vision. As I am meeting some of you for the first time this year, allow me to wish you and your families a happy and prosperous 2019.

Secondly, allow me to introduce to you, Mr. Etienne Maritz who was recently appointed by the Right the Honourable Prime Minister as the Executive Director of the Ministry Home Affairs and Immigration. Many of you would have interacted with Etienne in your various capacities in the Public Service. I would like to mention a few; Etienne served as the Deputy Permanent Secretary, Department of Public Service Management, OPM, you all know what the role of that department entails. His last assignment was as Executive Director in the President's Private Office, an assignment that made him to interact on a daily basis with His Excellency the President. In this regard, we are fortunate to have been given a person of Etienne's calibre. We welcome you; and count on you as we continuously strive to take the Ministry to greater heights.

At the same time, allow me to express our profound thanks and gratitude to Mr. Nehemia Nghishekwa who served as Acting Executive Director for the Ministry from 28 November 2018 to 8 February 2019.

Honourable Deputy Minister,

Dear Participants,

The Strategic Management concept consists of the Strategic Plan and the Annual or Operational Plans, which serve as catalyst to propel the operations of the Ministry towards contributing directly to the National High Level Plans; which are Vision 2030; and NDP-5; and the Harambee Prosperity Plan. The purpose of this retreat is therefore, to critically review our Strategic Plan and to develop an Annual Plan, which is responsive to the mandate of the Ministry of Home Affairs and Immigration.

The Ministry provides critical services to our citizens, potential citizens, and visitor to our country. Some of those visiting our country are tourists, who are directly contributing to the economy of our country, so as businessmen and women who are exploring investment opportunities. There are also businesspersons who frequent Namibia because of their existing business ventures in the country. We should therefore, address ourselves to the issues directly contributing and those which enables a positive spinoff to the benefit our economy.

According to a Strategic Planning Guide developed by the United Nations, **“strategic planning provides an understanding of the challenges, trends and issues; understanding who are the key beneficiaries or clients and what they need; and determining the most effective and efficient way possible to achieve the mandate”**. This retreat will specifically enable you to look into the future and identify trends and issues against which to align organizational priorities of the Ministry.

As we continue with our Turnaround Strategy, we note with appreciation progress made in major areas of our operations. i.e. The rollout e-Birth and e-Death notification services, the Electronic Border Control Management System (e-BCMS) and the introduction of the Electronic Passports (e-passports). We are also at an advanced stage to start issuing Electronic Visa-Stickers which will allow the Ministry to scrap the otherwise, out-dated arrival and departure forms. However, we can acquire these systems and deploy them; but any system is just as good as those people whom operate it.

It is undoubtedly true that our strategic interventions will not go without challenges, particularly due to limited resources at our disposal. The Ministry should therefore continuously re-invent robust strategies to re-fit and counter any headwinds, to ensure that we do more with less.

**Honourable Deputy Minister,
Ladies and Gentlemen,**

You know by now that His Excellency President Dr. Hage Geingob, themed 2019 as the ‘Year of Accountability’. The President explains that, **“being accountable and transparent, you make a clear statement that not only are you willing to make commitments but you are prepared to take responsibility for your actions. By doing so, you will promote trust amongst the people in your ministry, the government and the wider public at large. By assuming the responsibility of representing the electorate, you have entered into a contract, entrusted to protect the interest of the people. You have to be accountable to this trust, knowing that if you break this trust, you are willing and ready to rectify it.”** Being aware of this expectation from our Head of State, it is our duty to align the implementation of our plans with the principles of Accountability and Integrity.

As managers of various components of the Ministry, it is your business to ensure that a teamwork culture is nurtured. It is a given fact, that without a spirit of teamwork, we will not be able to truly achieve the Plans we set to develop throughout this week.

Finally, this Retreat is organized to review our Strategic Plan; the finalization of a new Annual Plan for the next financial year; and for you to converse on the critical matters essential for our collective success. **We have set ourselves specific targets, and these have to be met. The citizenry’s satisfaction with our services should be the yardstick. It is of utmost importance that we reduce processing time of national documents; the reduction of all forms of backlog; elimination of bottlenecks etc.**

Furthermore, I would like to appeal to all participants to adhere to the time allocated in respect of Retreat Programme for the week, to ensure optimal participation. I entreat our Executive

Director, to ensure that no one absconds. Absence without good reason must have a bearing on an individual. Use this Retreat to your advantage to equip and learn best practices from each other.

With these words, I wish you a productive and fruitful Retreat. I now declare the 2019 Strategic, Annual Planning and Performance Management System Retreat, officially opened.

I thank you.