



NAMIBIAN
AGRONOMIC BOARD

STRATEGIC PLAN



2019/20 – 2023/24

*“Let us scientifically manage our land
by practicing effective soil conservation
and maximize crop production”*

Jim Cole

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FOREWORD BY THE NAB CHAIRPERSON



The NAB Strategic Plan sets forth the strategic goals and principles that will guide the employees and stakeholders into the the direction where the Board is going. It outlines a strategic approach to ensure recognition of the NAB and its programme, which is synonymous with excellence inteaching the creative process while incorporating 21st century skills. In a world characterized by risk and uncertainty, as well as significant opportunity, it is important that the NAB help define and enable the business environment through market

regulations to ensure that the development of agronomy and horticulture industry is sustainable for all stakeholders. It is our belief that the NAB is well positioned to create and deliver the kind of services that are needed to facilitate production, processing, storage and marketing of agronomy and horticulture products for stakeholders in Namibia.

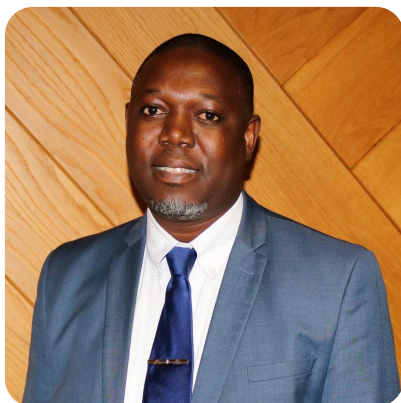
Our Strategic Plan for 2019/20 – 2023/24 was developed in consultation with the key stakeholders. This plan invites active participation of all the key stakeholders as we build upon our strengths, address our weaknesses, and work to realize our potential as a country in order to develop our industry. A number of management plans will be cascaded from the strategic plan for an effective implementation and delivery of the desired outcomes. Some of these will be purely administrative in nature; some will require significant tactical development; and some will call upon the diverse skills and talents of our stakeholders.

As we will be guided by the plan, our executive employees will then develop and implement annual management plans outlining specific activities and targets, along with the necessary scorecard to measure our progress. We will continually assess the effectiveness of our actions against these set objectives, and we will be accountable to our stakeholders for the progress made towards these goals by making regular updates including our annual operational reports as part of the annual report, which also include financial reports.

A handwritten signature in black ink, consisting of a stylized 'M' followed by a long horizontal line and a small flourish at the end.

Mr Michael Iyambo
NAB Board of Directors Chairperson

STATEMENT BY THE CHIEF EXECUTIVE OFFICER



Welcome to our Strategic Plan (2019/20 – 2023/24). The plan is a dynamic blueprint to enhance the performance of the NAB to drive the growth of the Agronomy and Horticulture industry for the next five years. It is a product of intensive discussions by the NAB Board of Directors, the Secretariat, and input and feedback from key stakeholders. We interrogated the mandate of the NAB and aligned our vision to it. We assessed where NAB is now and set criteria to measure our progress. We have defined the values that describe how we do business and developed a list of

strategies and priorities to move NAB from where it is now to where we want it to be in future. Such aspirations are enablers to strengthen NAB's organizational performance in order to become a renowned regulatory institution that provides timely services to its stakeholders nationally and internationally.

The future is uncertain if no direction is outlined for any given organization and the absence of a clearly defined direction should be a matter of great concern to the board of directors. However, we will always be faced with change, so we need to manage change rather than react to it at the same time working towards achieving the strategic objectives. The change is always easier to manage when there is clear directions outlined in a framework. Thus, the planning process has provided us with a tool to lead, manage, and transform the NAB in a well-planned, inclusive manner based on our mandate. The framework also provides a management process that will change the way we do business on a day-to-day basis. The priorities from the plan will become the priorities for our annual budgets and organogram ensuring that we focus our resources to implement activities under the themes in order to move us towards our vision.

As the focus moved from strategies to specific actions, the level of participation was expanded to include the rest of the employees. A plan is of little value by itself if there is no ownership from employees. Thus, the plan is the first step toward creating a high-performance, stakeholder-focused organization that will benefit the entire agronomy and horticulture industry, our employees, the board of directors and all those with whom we do business. I would like to call upon each and every one of us to take part in working towards the realisation of the NAB's mandate by upholding the values of integrity, accountability, pro-activeness and inclusiveness as we strive towards being *"A world class regulator of a vibrant, diversified and sustainable crop industry"*. Doing so will improve agronosocioeconomic status of our producers, traders, processors and consumers. Therefore, we welcome you on board to sail Namibia towards self-sufficiency in Agronomic and horticultural products through market regulation.

A handwritten signature in black ink, appearing to read 'F. Nyambe Mwazi', written over a white background.

Dr Fidelis Nyambe Mwazi
NAB Chief Executive Officer

ABBREVIATIONS

CEO	Chief Executive Officer
HACCIADep	Harambee Comprehensively Coordinated and Integrated Agricultural Development Programme
HACCP	Hazard Analysis Critical Control Point
HR	Human Resource
ICT	Information Communication Technology
NAB	Namibian Agronomic Board
NDP	National Development Plan
PRO	Public Relation Officer
SOE	State Owned Enterprises
SWAPO	South West Africa People's Organisation

It can be very complex nowadays for any organisation to accomplish anything without a proper plan. Therefore, it is a requirement within organisational management principles that every organisation that aims to succeed in its business ought to undergo the process of strategic planning. The process of strategic planning is an important exercise to any organization as it facilitates the process of achieving the desired results. The plan provides a sense of direction and outlines measurable strategic objectives. A strategic plan is a useful tool that guides the day-to-day decisions by the Board while at the same time evaluates the progress of the organization. The plan helps in identifying approaches if need be towards achieving the strategic objectives to allow the organization to keep achieving and moving forward. The strategic planning process results in a strategic plan as a document that articulates both the decisions made about the organization's strategic objectives and the ways in which the organization intends to achieve the strategic objectives.

The Namibian Agronomic Board (NAB) Strategic Plan outlines the direction the Board is headed, so that every key stakeholder making their contribution to agronomy and horticulture industry are working seamlessly towards a common goal. Ultimately, the strategic planning process clearly gauges what the organization is about; what it does; and why it does what it does, with a focus on optimizing the future potential opportunities. Therefore, the NAB plan highlights the vision and mission statement, core values, strategic themes and objectives, setting of targets and strategies to the realisation of the vision and fulfilment of the mission. It further outlines the key success factor that have to be taken into consideration if the NAB is to succeed in implementing the Strategic Plan. The plan was developed through a stakeholder consultative process to ensure inclusiveness and stakeholder ownership for easy implementation and great success.

1.2 Background

The Namibian Agronomic Board is a statutory body which came into existence in Namibia in 1985 and is governed by the Agronomic Industry Act, Act 20 of 1992. The Board consists of 13 members representing different organizations within the agronomy and horticulture industry in Namibia.

The NAB is mandated to promote the agronomic industry and facilitate production, processing, storage and marketing of controlled agronomy and horticulture products in Namibia through market regulation. The NAB is tasked to do the following functions as per the Agronomic Industry Act, Act No. 20 of 1992;

- 1.2.1. to carrying out research in the improvement of production, preservation, preparation, processing, storage and or marketing of agronomic and horticultural crop;
- 1.2.2. to engage in activities that will foster and improve the market for agronomic and horticulture crops (controlled products) in Namibia or elsewhere;
- 1.2.3. to establish an information service for the agronomic and horticulture industry in Namibia with a view to providing information, guidance' and advice to producers and traders of agronomic and horticulture products (controlled) and other interested parties;
- 1.2.4. to co-operate with any other body involved in the marketing and distribution of controlled product; and
- 1.2.5. prohibit the importation into or exportation from Namibia, of a controlled product except by the Board or a holder of a permit issued by the Board and in accordance with the conditions specified in the permit;
- 1.2.6. to register any person on application in the prescribed form, as a producer and trader of an agronomic and horticulture crops (controlled products) in Namibia;
- 1.2.7. to require any person engaged in the production, marketing, preparation, processing, preservation or storage of a controlled product
 - 1.2.7.1. to keep specified records with respect to the product; and furnish the Board
 - 1.2.7.2. with specified information or returns in a specified manner and at specified times;
- 1.2.8. to prohibit the producer of a controlled product from selling, importing or exporting that product except:
- 1.2.9. to issue permits with respect to the sale, importation or exportation of a controlled product;
- 1.2.10. to prohibit any person from erecting or operating a factory, or refrigeration plant or processing plant for the purposes of producing, processing or storing a controlled product except with the written approval of and in accordance with conditions determined by the Board, or any exemption from the prohibition, by the Board;
- 1.2.11. to buy a controlled product as such price as the Minister may approve, and to treat, classify, pack, store, process, insure, advertise or convey in an unprocessed or semi-processed form and to sell the controlled product, or to withhold the product from the market;
- 1.2.12. to undertake the marketing or distribution for sale of a controlled product or to act as agent for the purposes of receipt, conveyance, processing, classification or sale of that product;

- 1.2.13. to search the premises in order to ascertain whether a controlled product is present on the premises;
- 1.2.14. to inspect or cause to be inspected any controlled products found on the premises and demand such information from the person in charge of the premises as it is necessary to establish compliance with the provisions of this Act;
- 1.2.15. to take samples of a controlled product found on the premises for purposes of analysis, classification, or grading;
- 1.2.16. to examine any book, document or record found on the premises which in the inspector's opinion may contain information relating to a controlled product, to take copies or extracts therefrom, and demand from the person in charge an explanation of any entry therein; and
- 1.2.17. to grade, classify, pack, mark, re-grade, reclassify or re-pack in accordance with the provisions of the Act, a controlled product found on the premises; or require the person in charge to grade, classify, pack or mark the controlled product accordingly;
- 1.2.18. to collect the import, producer and trader levies;

Thus far the agronomy and horticulture development has grown from strength to strength in terms of local production and marketing when compared to imports. Historic information for the produce traded on the formal markets (2017/2018 financial year) indicates that in terms of agronomy, Namibia produced 76,660 tons of white maize, 2,344 tons of pearl millet and 6,863 tons of wheat respectively. However, at the same time Namibia imported 50,483 tons of white maize, 5,813 tons of pearl millet and 104,244 tons of wheat. It translates into 60 % of white maize, 40% of pearl millet and only a mere 4% of wheat were locally produced.

In terms of horticulture, Namibia produced 28,599 tons that went through formal market, imported 52,853 tons and exported 55,358 tons. Thus, it means that **35 %** of Namibia's total consumption in tonnages was locally produced in 2017/2018 financial year. It should be known that **80 %** of export was table grapes while remaining **20 %** were mainly dates, tomatoes and onions. Namibia imported **96 %** of its fruits total demand while only produced **4 %**. This indicates an opportunity to strategize and to enable the fruit sub-sector to be developed in order to realize the potential as a country. In total, Namibia produced 83,957 tons of horticultural products in 2017/2018 financial years.

Therefore, to successfully implement the various tasks and regulatory requirements outlined above, the NAB developed a framework that is inclusive and such framework

provides clear guidelines as an agenda for promoting and facilitating a sustainable agronomy and horticulture industry in terms of production, processing, storage and marketing in the period 2019/20-2023/24.

1.3 Purpose of the Strategic Plan

The strategic plan serves as the blueprint for the Board in fulfilling the mandate of the existence of the NAB as outlined in the Agronomic Industry Act, Act No. 20 of 1992. The plan outlines priorities that the NAB is required to highlight in order to achieve the set strategic objectives in order to make an impact in Namibia's socio-economic development. It emphasises the fact that employees have to work together as a team towards common goals. The plan does not only articulate where the NAB is headed to but also elaborates the actions required to make progress in achieving the strategic objectives.

Furthermore, the plan serves as a foundation for the performance management system. It is the basis for the development of an Annual Management Plan for the NAB and the performance agreement for each individual employee of the NAB. It encourages employees to be proactive and build teamwork, expertise and empower the workforce. It should improve the coordination of activities and communication thus reducing conflict. Therefore, increasing productivity by ensuring that employees and stakeholders possess awareness of the direction of the NAB and that they optimize the use of the availed limited resources.

1.4 Alignment to the High Level Statements

Namibia's approach to responding to issues that undermine socio-economic development has been largely homegrown. High-level initiatives (strategies) had been developed and are aimed at addressing the key fundamental and developmental issues and at the same time strategizing on how to accomplish the set strategic objectives. Therefore, this strategic plan was developed with emphasis on cascading and integrating the high-level initiatives into one document, which is the strategic plan.

During the strategic planning phase, due consideration was given to source documents such as the SWAPO Manifesto, Vision 2030, Sustainable Development Goals, Harambee Prosperity Plan, NDP 5, HACCIADEP, Namibian Agriculture Marketing and Trade Policy Strategy, Namibia Agriculture Policy of the Ministry of Agriculture, Water and Forestry, SOE Governance Act, and Agronomic Industry Act (Act 20 of 1992).

Therefore, the implementation of the NAB strategic plan would mean the contribution to the success for the implementation of the national high-level initiatives. The high-level statements from the governmental agenda above-mentioned indicate that Namibia aspires to have *improved life of its citizens, improved agricultural outputs, sustainability of natural resources and improved international trade*. The implementation of this strategic plan significantly contributes to the success of these high level national targets. Once a strategic plan performance review has been conducted, it will provide information with regard to the NAB's performance, which will be gauged against the contributions to both the strategic plan and National High Level Initiatives. This will reduce the number of performance reviews to be conducted and provide a single source for reporting.



2.1 Mandate

The Namibian Agronomic Board is a statutory body that is governed by the Agronomic Industry Act, Act no. 20 of 1992. It is Mandated;

To promote the agronomic industry and to facilitate the production, processing, storage and marketing of controlled products in Namibia



2.2 Vision Statement

The Vision Statement below is a declaration of the NAB's dream to be achieved in a five years period. It serves as a guide for internal decision-making on a day to day basis ensuring that the NAB becomes;

A world class regulator of a vibrant, diversified and sustainable crop industry



2.3 Mission Statement

The Mission Statement below describes what the NAB need to do to realize its dream. It outlines the NAB's reason of existence which is;

To promote the agronomic and horticulture industry through market regulations and facilitation



2.4 Core Values

The core values below are fundamental beliefs that the NAB need in order to fulfil the mission and achieve it's Vision. They dictate the type of behaviour and organisational culture that the NAB employees need to live up to during their fulfilment of the mission.

Integrity

We uphold open and honest communication, conduct ourselves in a trustworthy manner as well as ensuring that our actions match our values and principles on a day to day basis.

Accountability

We pride ourselves in being good stewards of all the resources that we have been entrusted with. We assume full ownership and responsibility of all our actions and always behave in an open, transparent manner towards our internal and external stakeholders.

Pro-activeness

We stay abreast with the latest developments in our field and are continuously on the outlook to making positive contributions to our vibrant industry. We employ state of the art marketing mechanisms and effectively serve the interest of our stakeholders.

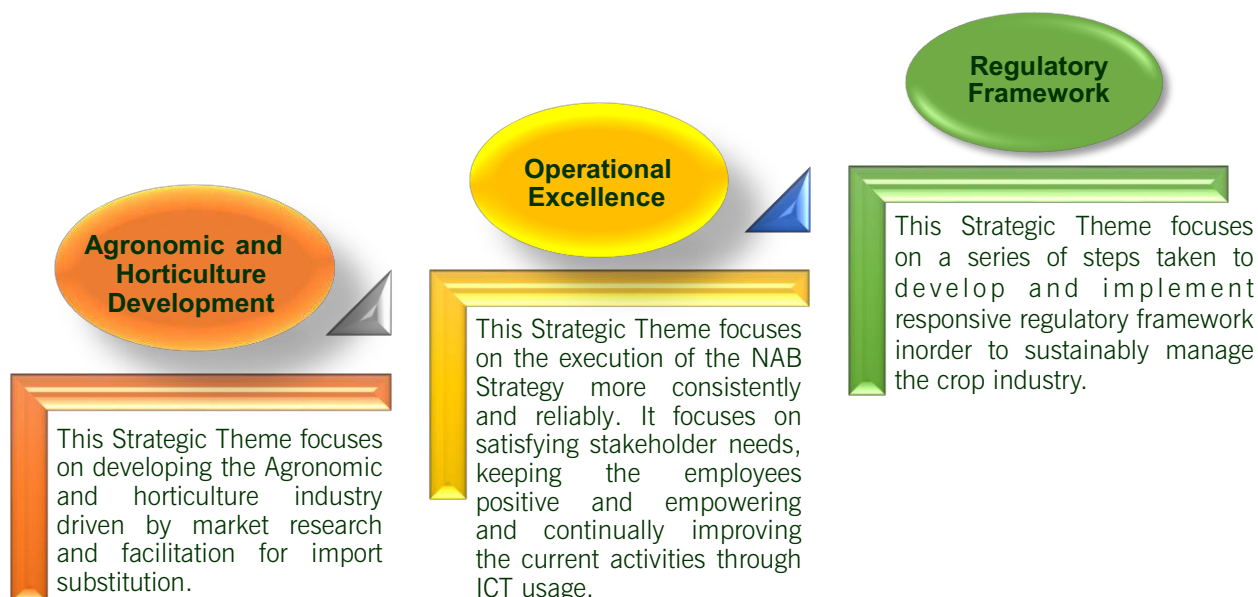
Inclusivity

We believe in a comprehensive industry consultation. In our regulatory and advisory role, we have a deep belief that cooperation and integration will greatly strengthen stakeholders and bring benefits to all. We shall embark on a wide-ranging consultative process to broadly take note of industry's needs in what we are assigned to do.



3.1 Strategic Themes

The strategic themes below are derived from the mission statement. They are the main, high-level strategies that form the basis of the NAB strategy model. These are the areas that the NAB must excel in order to achieve the vision.



3.2 Strategic Themes and Objectives

Below are key strategic themes also known as the strategic thrust and the cascaded strategic objectives per strategic theme.

Strategic Themes	Strategic Objectives
Agronomic and Horticulture Development	<ul style="list-style-type: none"> • Provided a comprehensive and efficient information service on agronomy and horticulture. • Improved market facilitation for the agronomic and horticulture industry.
Operational Excellence	<ul style="list-style-type: none"> • Strengthened Stakeholder relation • Improved Organisation performance • Improved ICT infrastructure and usage • Enhanced HR competencies • Ensured prudent financial management

Strategic Themes	Strategic Objectives
Regulatory Framework	<ul style="list-style-type: none"> • Ensured compliance to regulatory framework • Ensured responsive regulatory framework

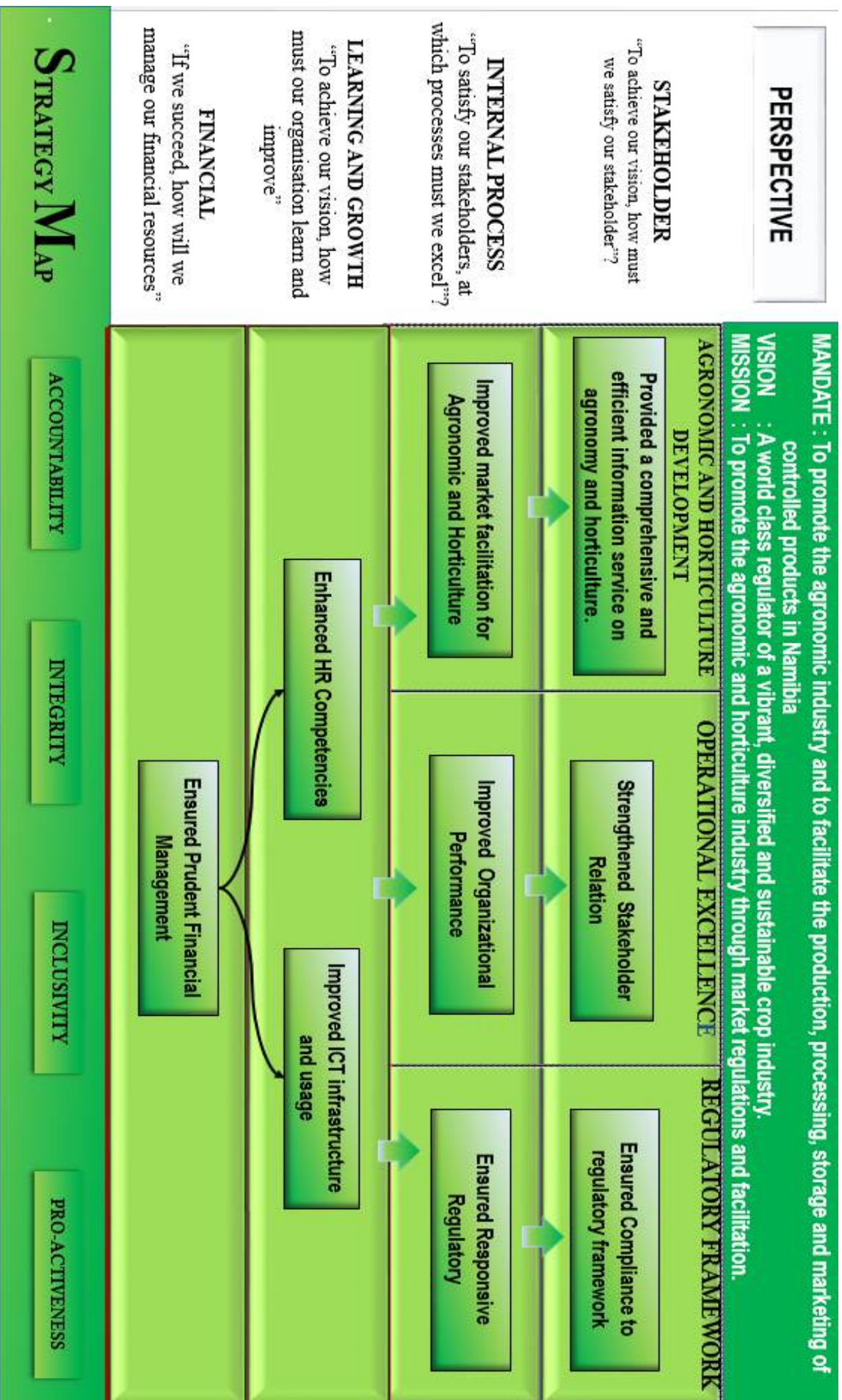
3.3 Strategy Map

The Strategy Map below serves as a management tool that describes the key strategic objectives for the NAB on one page. It facilitates the easy communication of the strategy by creating a visual representation of the key strategic objectives contained in a single page diagram. This one-page map outlines the strategic aims and priorities of the NAB and helps to ensure clarity of the expectations to realign all to pull in the same direction so as to achieve the NAB goals. What the strategy map does is put all strategic objectives, across the key business perspectives on a single page, which should encourage everyone to see the cause and effect relationship between them. The strategy map makes it clear that all strategic objectives are linked, and everyone can see how the strategic objectives support each other to achieve the vision of the NAB.

The Strategy Map further describes the performance enablers and drivers from the financial, learning and growth and internal process perspectives that will deliver successful outcomes within the stakeholder perspectives. The Strategy Map below further outlines what the NAB wishes to accomplish (financial and customer objectives) and how it plans to deliver its accomplishments (internal process and learning and growth objectives). This cause-and-effect logic is one of the most important elements of a strategy map. Therefore, it allows the NAB to create a truly integrated set of strategic objectives.



THE NAB STRATEGY MAP



4.1 Scorecard Terminology

The strategic plan scorecard below outlines strategies to be implemented in order to significantly impact on the NAB objectives and eventually on to the strategic intent. Below are the terminologies and their meanings that were used in the scorecard:

4.1.1 Strategic Objective: The statement of a desired result.

4.1.2 Key Performance Indicator: Answers the question “How success in achieving the strategy will be measured and tracked”. It is simply a measure of performance. It helps the NAB to define and evaluate how successful it is.

4.1.3 Targets: It indicates the level of performance or rate of improvement needed or required. It simply indicates the “desired result of a performance measure”. There is a strong correlation of an orientation towards the future objectives. These targets represent the strategic objectives for some specified period that has yet to elapse. They are established by month; quarter, half-year, and year. Its purpose is to keep the NAB focused on achieving the set strategic objectives.

4.1.4 Initiatives: That is a strategic endeavor intended to achieve the strategic objectives.

4.1.5 Accountable Unit: The unit that has been assigned with the obligation to account for activities, accept responsibility, and disclose the results in a transparent manner.

4.1.6 Cost Estimates: Cost estimates for the strategic initiatives to be undertaken in order to achieve the target set. Resource allocations should be aligned to the NAB budget, so as to ensure the achievement of maximum results with minimum resources. The focus should be on outcomes and outputs delivered.



STRATEGIC PLAN SCORECARD

Strategic Objective	Key Performance Indicators	Indicator Type	Targets						Initiatives	Acc. Unit	Cost Estimate
			Base line	2019	2020	2021	2022	2024			
Ensured compliance to regulatory framework	% reduction in none compliance cases	None Accumulative	10	5	5	5	5	5	a) Create awareness of relevant regulatory framework	National Horticulture	156 500 000
	No. of compliance audit	None Accumulative	0	1	0	1	0	1	b) Develop and implement a regulatory compliance mechanism c) Conduct regular compliance assessments	National Mahangu White Maize & Wheat	
Ensured responsive regulatory framework	% reduction in legal challenges	None Accumulative	90	90	95	95	95	95	a) Develop permit rules and procedures for trade and border control	National Horticulture	6 950 000
	Stakeholder Satisfaction rating (scale 1-5)	Accumulative	3	3	3.5	3.5	4	4	b) Develop crop specific marketing standards for horticulture and other new agronomic crop c) Develop and implement market share promotion rules and procedures for agronomy and horticulture d) Develop and implement a local GAP and HACCP standards for food safety e) Develop Agronomic and Horticulture levy rules and regulations f) Monitor Agronomic and Horticulture levy structure	National Mahangu White Maize & Wheat	
Improved Market facilitation for Agronomic and Horticulture industry	% secondary MSP of local fresh produce	Accumulative	48	48	50	53	55	60	a) Develop and implement the production and marketing strategy	National Horticulture	84 350 000
	Horticulture export market performance (%)	Accumulative	66	66	70	74	78	82	b) Create awareness of the production and marketing strategy for the agronomy and horticulture	National Mahangu	
	Agronomy self-sufficiency performance (%)	Accumulative	35	35	39	43	47	50	c) Monitor the implementation of the production and marketing strategy d) Create awareness of the value addition strategy e) Monitor the implementation of the value addition strategy f) Conduct analysis for grain storage facilities	White Maize & Wheat	

Strategic Objective	Key Performance Indicators	Indicator Type	Targets						Initiatives	Acc. Unit	Cost Estimate
			Base line	2019	2020	2021	2022	2024			
Provided a comprehensive and efficient information service on agronomy and horticulture.									g) Facilitate the marketing of Agronomic and Horticulture products h) Review production forecast assessment criteria i) Develop & implement a recognition scheme for producers and traders		
	Time taken to access Agronomic and Horticulture information (hours)	Non-Accumulative	72	24	12	6	3	1	a) Establish Information Hubs on Agronomic and Horticulture	National Horticulture	15 000 000
	% of stakeholders accessing Agronomic and Horticulture information hub	Accumulative	0	0	40	50	60	70	b) Conduct production and marketing research for agronomy and horticultural crops	National Mahangu	
	No. of stakeholder's info sessions per region	None Accumulative	3	3	3	3	3	3	c) Facilitate research on the impact of climate change/variability on the production of horticulture and agronomic crops	White Maize & Wheat	
Ensured Prudent Financial Management	Budget variance on under spending (%)	Non-Accumulative	25	10	8	6	5	5	a) Develop and implement the NAB budget	Finance & HR	21 300 000
	No. financial year end financial statement submitted within 2 months after financial year end	None Accumulative	0	1	1	1	1	1	b) Collect all levies accrued to NAB		
	No of financial reports submitted on time	None Accumulative	4	4	4	4	4	4	c) Conduct finance audits		
	No. of Management Financial Report submitted on time	None Accumulative	12	12	12	12	12	12	d) Monitor budget execution		

Strategic Objective	Key Performance Indicators	Indicator Type	Targets					Initiatives	Acc. Unit	Cost Estimate
			Base line	2019	2020	2021	2022	2024		
Improved Organizational Performance	Organizational Performance score (%)	Accumulative	60	70	70	70	75	80	Finance & HR	3 500 000
	No. of performance review report submitted on time	None Accumulative	1	4	4	4	4	4		
	Employee Satisfaction rating (%)	Accumulative	60	70	70	70	75	75		
Improved ICT infrastructure and usage	Internet Down Time (minutes)	None Accumulative	40	10	10	10	10	10	Finance & HR	2 050 000
	Time taken to attend to ICT Queries (minutes)	None Accumulative	180	60	60	60	30	30		
Enhanced HR Competencies	Efficiency and effective rating (scale 1-5)	Accumulative	2.5	2.5	3	3	3.5	3.5	Finance & HR	2 300 000
	Performance rating on Organizational training	None Accumulative	100	70	80	90	90	95		
Strengthened Stakeholder Relation	Stakeholder Satisfaction (scale of 1-5)	Accumulative	3	3	3.5	3.5	4	4	PRO	800 000
	Number of stakeholder engagement forum created	None Accumulative	3	3	3	3	3	3		
	% of stakeholders' participation vis-a-vis invites	Accumulative	75	75	80	80	90	90		

5.1 Responsive Organisational Structure

It is important to acknowledge the saying in planning that “Structure follows Strategy” if an organisation wants to succeed in the implementation of its strategic plan. This is to say, all aspects of the NAB review structure, from the creation of a unit to the designation of reporting relationships, should be made while keeping the NAB’s strategic intent in mind. It is important for the NAB to optimize the pursuit of strategic objectives as an important part of organizational design.

When considering organizational change, it is imperative to keep in mind the criteria for a good organizational structure. This includes aligning the NAB to best follow strategic direction, allowing for clearly defined roles and responsibilities, clarity on who makes what decisions to enable clear accountability, minimize handoffs that affect the customer/stakeholder experience, minimize the customer/stakeholder “run-around.”, minimize handoffs that create confusion over who is responsible for what outcomes, pull together the people who most need to work closely with each other, allow information to flow unrestricted to those who need it, create manageable spans of control and finally augment by informal channels of cross boundary communication.

5.2 Financial Resource Allocation

The successful implementation of any plan requires financial resources to allow execution of action steps that need to be undertaken on an annual basis. Thus, the implementation of the five year Strategic Plan (2019/20- 2023/24) will cost the Board an estimated amount of N\$ 292,750,000-00 and translates to N\$ 58,550,000-00 on an annual basis, excluding personnel and board of director’s expenses. It is important to note that the NAB income comes from the agronomic and horticulture levy and administration fees paid on local and import products as outlined in the Agronomic Industry Act, Act 20 of 1992. Thus, the allocation of levies to the targeted intervention as outlined in the plan is critical if the NAB is to realize the improved promotion of agronomic and horticulture industry in terms of production, processing, storage and marketing in implementing the Agronomic Industry Act. The NAB took cognisance that the targeted intervention are within the total levy income expected on an annual basis and is sufficient for the period of implementing the plan. Therefore, the collection of all statutory levy and administration fees is critical to enable the financing of the implementation of the strategic plan over the years.

5.3 Effective Performance Management System

An effective performance management system is something every organization wants. Without driven employees who are performing well, a business cannot achieve its full potential. Therefore, the NAB requires a good performance management system that works towards the improvement of the overall organizational performance by managing the performance of the team and individuals for ensuring the achievement of the overall organizational ambition and strategic objectives. An effective performance management system can play a very crucial role in managing the performance of the NAB.

Therefore, it is paramount that employees understand the importance of their contributions to the NAB strategic objectives. Making sure that every employee understands what is expected from them and equally ascertaining whether the employees possess the required skills and support for fulfilling such expectations. Ensuring proper alignment of strategic objectives and facilitating effective communication throughout the NAB is of paramount importance. Finally, facilitating a cordial and a harmonious relationship between an individual employee and the line manager based on trust and empowerment cannot be overemphasised.

5.4 Effective Communication

Effective communication is an important factor to the success of the NAB as this will lead to more successful projects and will also allow the employees to become high performers. Ineffective NAB communication will result in poor execution of programmes and projects. It is imperative that the NAB takes advantage of information communication technology (ICT) solutions that are aimed at effective communication.

5.5 Good Stakeholder Relation

NAB strategic objectives are not achieved entirely by the NAB but through the collective contribution and efforts from many key stakeholders internally and externally. Therefore, stakeholders' contribution is key to the success of the NAB and should be acknowledged and monitored. Therefore, information dissemination is of primary importance to maintain strategic relationships with its stakeholders.

5.6 Regulatory Framework

It is fundamental in the execution of the NAB assigned functions that its operations be based on the legal framework. Full compliance to the regulatory framework that governs

the NAB will reduce conflict, duplication of functions, and clear reporting as guided by its legal framework.

5.7 Research and Development

The nature of functions assigned to the NAB requires continuous research in order to make informed decisions. Therefore, NAB should conduct high-quality research in order to produce knowledge that is applicable outside of the research setting. Furthermore, the results of research have implications for policy and future project implementation. This is very important for agronomic and horticulture development.





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