



NAMIBIAN
AGRONOMIC BOARD

INTEGRATED STRATEGIC BUSINESS PLAN 2025-2030

“ It is in the agricultural sector that the battle for long-term economic development will be won or lost
- **Gunnar Myrdal**

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MR. HUBERTUS HAMM
CHAIRPERSON

FOREWORD BY THE CHAIRPERSON

It is with great pleasure that I present to you the Integrated Strategic Business Plan for the Namibian Agronomic Board (NAB) covering the period 2025/26 – 2029/30. This strategic document serves as a key guiding framework, providing clear direction to the shareholder, Board members, EXCO Members, management, and all NAB employees. It outlines our collective path toward success in fulfilling the NAB's role in national development. Achieving the goals outlined in this plan requires a collaborative effort from all key role players and both internal and external stakeholders of the NAB.

At the core of this plan is the NAB's mandate: *"to promote the agronomic industry and facilitate the production, processing, storage, and marketing of controlled products in Namibia."* This mandate shapes every aspect of the plan. For this reason, it is critical that the NAB's vision aligns with this mandate, providing a strategic direction for the future. Our vision is the picture of tomorrow seen today, and it is essential that our mission statement -our reason for existence - is aligned with this vision.

In a world full of both risks and opportunities, it is vital that the NAB helps define the business environment through appropriate market regulation, ensuring the sustainable development of the agronomy and horticulture sectors for all stakeholders. We believe the NAB is well-equipped to create and deliver services that support the production, processing, storage, and marketing of agronomy and horticultural products throughout Namibia.

Our previous Integrated Strategic Business Plan for 2020/21 – 2024/25 was developed with input from key stakeholders. This plan builds on that foundation, emphasizing the active participation of all stakeholders as we leverage our strengths, address weaknesses, and unlock the full potential of the

agronomy and horticulture sectors. The plan will be implemented through a series of Annual Management Plans, which will ensure that we effectively meet our desired goals. These plans will vary, ranging from administrative processes to tactical initiatives, and will rely on the diverse expertise of our stakeholders.

In line with this strategy, our executive team will be tasked with developing and executing Annual Management Plans. These will outline specific actions, measurable targets, and the necessary performance metrics to track progress. We will consistently evaluate the effectiveness of our actions against the established strategic objectives and maintain accountability to our stakeholders by providing regular updates and Annual Performance Review Reports on our progress.

This Integrated Strategic Business Plan represents an important step in ensuring the continued growth and sustainability of Namibia's agronomy and horticulture sectors. With the collaboration and commitment of all stakeholders, we are confident in our ability to achieve the ambitious goals set out in this document and make a significant contribution to Namibia's national development.

Thank you for your continued support and commitment to our shared vision.
Sincerely,

MR. HUBERTUS HAMM
CHAIRPERSON
NAB BOARD OF DIRECTORS



DR. FIDELIS N. MWAZI (PhD)
CHIEF EXECUTIVE OFFICER

REMARKS BY THE CHIEF EXECUTIVE OFFICER

“

Agriculture is not just a source of life; it is the foundation upon which we build our dreams and nurture our potential.

The employees' ability to make remarkable achievements within an organisation depends on how well they work together as a team. This is enabled by a conducive working environment created within an organisation. A conducive working environment entails physical comfort, open and transparent communication, recognition of individual employees' contributions and positive colleague relationships. Hence, employees feel comfortable, motivated and engaged since they have the right resources, collaboration and support to succeed.

This guiding principle has served as the unifying statement for the Board, Exco, Management and all employees throughout the implementation of the five-year Integrated Strategic Business Plan 2020/21-2024/25. Developed and approved by the Board, the integrated Strategic Business Plan acts as the blueprint for fulfilling the NAB's Mandate, *“to promote the agronomic industry and to facilitate the production, processing, storage and marketing of controlled products in Namibia”*.

The plan includes the vision and mission statements, core values, strategic themes and objectives, key performance indicators, targets and strategic initiatives. These agreed-upon interventions are designed to achieve the desired outcomes. Over the past five years, NAB has been implementing the Integrated Strategic Business Plan 2020/21-2024/25, as the key driver of its success in executing planned interventions.

The five-year implementation period has lapsed and questions, such as: What was achieved? How effective and efficient was the NAB in delivering the desired outputs and outcomes? What impact did the ISBP implementation have on society?

To respond to these questions, an in-depth assessment was conducted and the results of the assessment are incorporated in this ISBP performance review report. The report details actions taken, achievements in terms of outputs and outcomes, and the impact on the community despite the challenges encountered during implementation.

Subsequently, a new Integrated Strategic Business Plan was developed, based on the in-depth assessment, to implement corrective interventions at ensuring the organisation's success.

DR. FIDELIS N. MWAZI (PhD)
CHIEF EXECUTIVE OFFICER

ABBREVIATIONS

| | |
|---------------|---|
| ABFP | Agronomic and Horticulture Business Facilitation Plan |
| ADMIN | Administration |
| AIRCAC | Audit, Investment, Risk and Compliance Advisory Committee |
| CEO | Chief Executive Officer |
| CVCDAC | Crop Value Chain Development Advisory Committee |
| NDP | National Development Plan |
| DEV | Development |
| DSA | Daily Substance Allowance |
| EXCO | Executive Committee |
| FAQ | Frequently Asked Question |
| FIN | Finance |
| GAP | Good Agricultural Practices |
| GDP | Gross Domestic Product |
| HACCP | Hazard Analysis and Critical Control Points |
| HR | Human Resource |
| HRSSIAC | Human Resources, Stakeholder and Social Investment Advisory Committee |
| HPP 2 | Harambee Prosperity Plan II |
| ICT | Information Communication and Technology |
| IEC | International Electrotechnical Commission |
| ISBP | Integrated Strategic Business Plan |
| ISO | International Organisation for Standardization |
| MAFWLR Reform | Ministry of Agriculture, Fisheries, Water and Land Reform |
| Mgt | Management |
| MOU | Memorandum of Understandings |
| MSP | Market Share Promotion |
| NAB | Namibian Agronomic Board |
| PEGA | Public Enterprises Governance Act |
| PESTEL | Political Economical Social Technological Environmental Legal |

| | |
|------|---|
| PFA | Primary Farm Assurance |
| R&D | Research and Development |
| STAS | Strategy for Transformation of the Agri-food Sector |
| SWOT | Strengths, Weaknesses, Opportunities and Threats |
| ECB | Electricity Control Board |
| MWT | Ministry of Works and Transport |
| MFPE | Ministry of Finance and Social Grants Management |
| ERM | Enterprise Risk Management |
| ETC | Et cetera |



OVERVIEW

01

1.1 Introduction

Managing a Public Enterprise without a plan is a failure to achieve its objectives from the onset. Every leader of every Public Enterprise needs a plan to succeed - in other words - a vision for the future. Every leader needs to know where the ship is headed and needs to drive towards that destination, day in and day out. Therefore, the Integrated Strategic Business Plan is the most important tool that any leader of a State-Owned Enterprise needs at his/her disposal.

The Integrated Strategic Business Plan drives everything within an organisation, and a well-run Public Enterprise should be able to connect everything it does back to that Integrated Strategic Business Plan. On this basis, the PEGA made it mandatory for every Public Enterprise to have an Integrated Strategic Business Plan to guide its day-to-day operations.

The strategic plan's purpose is to set a clear direction for the Public Enterprise, outlining the intended direction, how to move forward and what resources it needs to do so. Therefore, it is a useful tool that guides the day-to-day decisions of the NAB Board and the Executive while evaluating progress and changing approaches. It will change the approach to achieving strategic objectives, enabling the NAB to continue progressing towards its goals.

The NAB Integrated Strategic Business Plan highlights the vision and mission statements, core values, strategic themes and objectives, as well as the targets and strategies necessary to realise the vision and fulfil the mission statement.

It further outlines the supply chain, stakeholder management strategy, human resource development strategy, financing strategy, communication and marketing strategy, investment strategy and risk management strategy.

Incorporating the elements mentioned into the Integrated Strategic Business Plan is one step towards fulfilling the requirements set out under PEGA.

1.2 The establishment of the Namibian Agronomic Board

The Namibian Agronomic Board, a statutory body established in 1985, is governed by the Agronomic Industry Act, Act 20 of 1992.

1.3 The Role of the Namibian Agronomic Board

The NAB is tasked to promote the agronomic industry and facilitate the production, processing, storage and marketing of controlled agronomic and horticulture products in Namibia. According to the Agronomic Industry Act, Act No. 20 of 1992, the NAB is mandated with the following:

- a. To carry out research in the improvement of production, preservation, preparation, processing, storage and or marketing of agronomic and horticultural crops;
- b. To engage in activities that will foster and improve the market for agronomic and horticultural crops (controlled products) in Namibia or elsewhere;
- c. to establish an information service for the agronomic and horticulture industry in Namibia to provide information, guidance and advice to producers and traders of agronomic and horticultural products (controlled) and other interested parties;
- d. to cooperate with any other body involved in the marketing and distribution of controlled products;
- e. to 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;
- f. to register any person on application in the prescribed form, as a producer and trader of agronomic and horticultural crops (controlled products) in Namibia;
- g. to require any person engaged in the production, marketing, preparation, processing, preservation or storage of a controlled product,
 - i. to keep specified records concerning the product, and
 - ii. furnish the Board with specified information or returns in a specified manner and at specified times;
- h. to prohibit the producer of a controlled product from selling, importing or exporting that product except –
 - i. after due registration with the Board and due compliance with the conditions of registration; or

- ii. through the agency of the Board or of specified persons; or
- iii. in accordance with the terms of exemption by the Board from the prohibition; or
- iv. in such quantities, or for such purpose, or at such time as the Board may direct; or
- v. in accordance with the terms of a permit issued under paragraph (o) of this subsection; or
- vi. in accordance with any other conditions and for purposes specified by the Board;
- vii. to issue permits with respect to the sale, importation or exportation of a controlled product;
- viii. to prohibit any person from erecting or operating a factory, refrigeration plant or processing plant to produce, process or store a controlled product except with the written approval of and according to conditions determined by the Board, or any exemption from the prohibition by the Board;
- ix. to buy a controlled product at 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;
- x. to undertake the marketing or distribution for sale of a controlled product or to act as an agent for receipt, conveyancing, processing, classification or sale of that product;
- xi. to search the premises to ascertain whether a controlled product is present on the premises;
- xii. 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 is necessary to establish compliance with the provisions of this Act;
- xiii. to take samples of a controlled product found on the premises for purposes of analysis, classification, or grading;

- i. 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 thereof, and demand from the person in charge an explanation of any entry therein;
- ii. 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;
- iii. to collect the import, producer and trader levies; and
- iv. the Board shall before the beginning of every financial year, cause to be prepared and adopt annual estimates of income and expenditure for the ensuing year.

1.4 Products and Services for The Namibian Agronomic Board

1.4.1. Regulatory Services

Regulatory services of the NAB oversee the development and implementation of a responsive regulatory framework to ensure a sustainable crop industry in Namibia. In this regard, the service provision under this function entails the development of crop-specific marketing quality standards, food safety, and traceability regulations and law enforcement under the Agronomic Industry Act (Act No. 20 of 1992).

Two important inspections are executed as part of the regulatory service provision - the Border Control Inspections and Farms and Facilities Inspections. The NAB has competent staff to conduct Border Control Inspections at Namibia's entry/exit points. This is necessary to implement the local marketing mechanisms for agronomy and horticulture products that involve border closure periods for certain products during certain times of the year when there is sufficient local supply. Border control inspections are equally important to ensure that produce imported into or exported out of Namibia is safe for human consumption and of an acceptable marketing quality. Several memoranda of understanding (MoU) are being sought with neighbouring and overseas export markets to ensure market access for our local produce through a harmonised regulatory framework relating to regulatory standards and food safety inspection and verification systems.

To implement the Farms and Facilities Inspection activities, the NAB has equally competent inspectors at strategic locations throughout the country. The activities involve developing and implementing the NAB minimum standard – the local Good Agricultural Practices (GAP) system built on a solid foundation of food safety, quality, hygiene and traceability components. Farms and facilities inspections are done to audit and verify compliance with the local GAP minimum standard at the farm level (packhouses) while ensuring that wholesalers/traders' facilities and retail outlets are adhering to regulations on HACCP food safety certification as well as labelling and traceability requirements.

1.4.2. Agronomic Services

Currently, only three agronomic crops are gazetted as controlled, namely, white maize, pearl millet and wheat. These crops are also considered the staple food of Namibia.

The agronomic industry in Namibia is faced with many challenges such as drought, high input costs, pests and diseases, although the number one challenge is recurrent drought. At the same time, Namibia remains a net importer of the three agronomic crops, even though the farmers have a secured market through the grain marketing mechanisms, whereby import restrictions or close border periods are implemented in times of sufficient local production.

Agronomic crops, mainly white maize and pearl millet, are produced in commercial and communal areas under irrigation and rainfed agriculture, and marketed to millers. However, pearl millet is mainly produced in communal areas under rainfed agriculture. Wheat is produced under irrigation on commercial farms and government projects in communal areas. Currently, there are no exports of agronomic products due to limited production.

Therefore, the NAB offers services such as issuing permits, implementing marketing mechanisms and providing information services to develop Namibia's agronomic industry.

1.4.3. Horticulture Services

Although Namibia's horticulture industry is growing steadily, it faces many challenges such as drought, high input costs, pests and diseases. Namibia remains a net importer mainly of fresh fruits, while the production of most vegetable lines has been on the increase for the past 10 years after the introduction of

the Market Share Promotion Scheme, which requires traders to buy a certain minimum, currently 47% of the value of locally produced products from local producers, as a condition for importation.

Horticulture products are produced in commercial and communal areas, under irrigation and marketed to wholesalers, retailers, hotels, restaurants and institutions. Local production primarily targets the fresh produce domestic market and exports mostly of table grapes and onions. The agro-processing subsector is still in its infancy, with less than 1% of production going into agro-processing. The country's main production areas include Karst, Central, South, Orange River, Kavango, North Central and Zambezi.

Therefore, the NAB is geared towards providing services that facilitate the production, marketing, processing and storage of horticultural products. The services include the issuance of permits, implementation of the market share scheme, and the provision of information services.

1.4.4. Research and Development

Research and development (R&D) is the first stage in the development process of the agronomic and horticulture industry in Namibia. The main focus areas of research and development are: the production, marketing, processing and storage of agronomic and horticultural products. The main objective of the R&D at NAB is to implement research agendas and priorities in line with the needs and demands of both communal and commercial agronomic and horticultural farmers, across the value chain.

Therefore, this section presents various research outcomes conducted by the NAB in order to solve specific challenges or unearth opportunities in the agronomic and horticulture industry.

Namibia's Food Control System for Agro-Horticultural Products

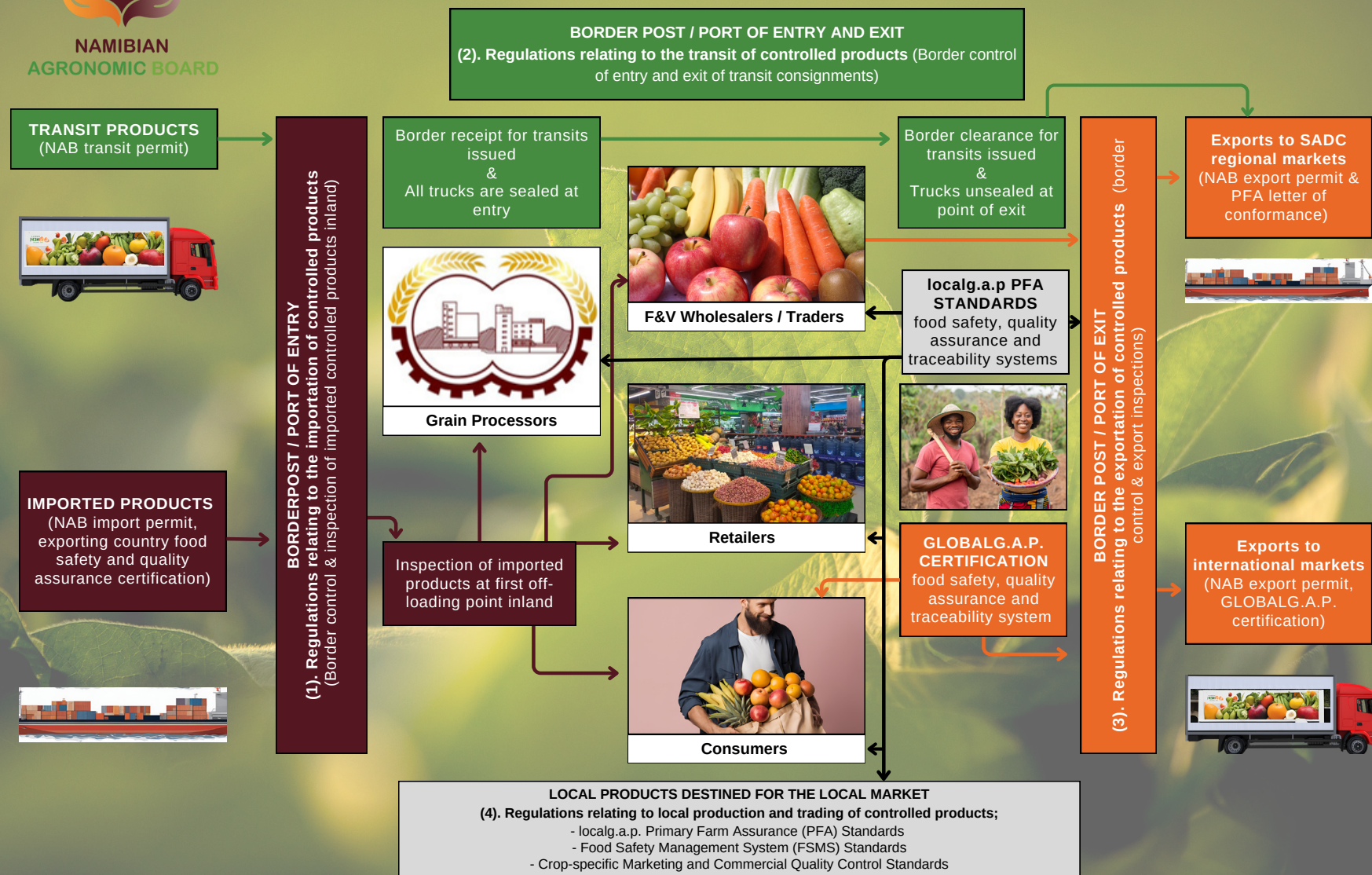


Figure 1: shows the Namibia's Food Control System for Agronomy and Horticultural Products.

1.5 Governance and Management Structure

1.5.1 The NAB Governance Structure

The Board is responsible for overseeing and guiding the affairs and performance of the NAB, with a strong focus on enhancing transparency, integrity, and accountability in accordance with internationally recognised best practices. This responsibility underscores the importance of effective governance in achieving the organisation's mission.

The NAB's corporate governance framework is designed to align with the principles of good governance as articulated in the 2016 King Report on Corporate Governance for South Africa (King IV) and the Public Enterprises Governance Act (Act 1 of 2019) ("PEGA"). This alignment ensures that the NAB adheres to high governance standards and ethical conduct.

The Board comprises ten non-executive directors, each appointed for a three-year term by the Ministry of Agriculture, Fisheries, Water and Land Reform. This unitary structure allows for diverse perspectives while maintaining a cohesive leadership approach. The Board exercises its powers based on a Governance Agreement currently awaiting signature with the Ministry of Agriculture, Fisheries, Water and Land Reform, which will formalise its authority.

To streamline decision-making, the Board delegates certain powers to the Chief Executive Officer (CEO) through a Delegation of Authority Policy. This policy meticulously outlines the responsibilities and limits of authority for the Board, the CEO, various Board advisory committees, and management. By providing a clear framework, the policy facilitates effective reporting and accountability among these parties.

To steer the organisation towards achieving its objectives as specified in the approved business plan, the Board collaborates closely with the CEO and the Executive Management Committee (EXCO). EXCO is the internal leadership team responsible for day-to-day operations, executing the organisation's strategy, and regularly reporting progress to the Board. This structured approach ensures that the NAB operates efficiently and effectively, aligning its operational activities with its strategic goals.

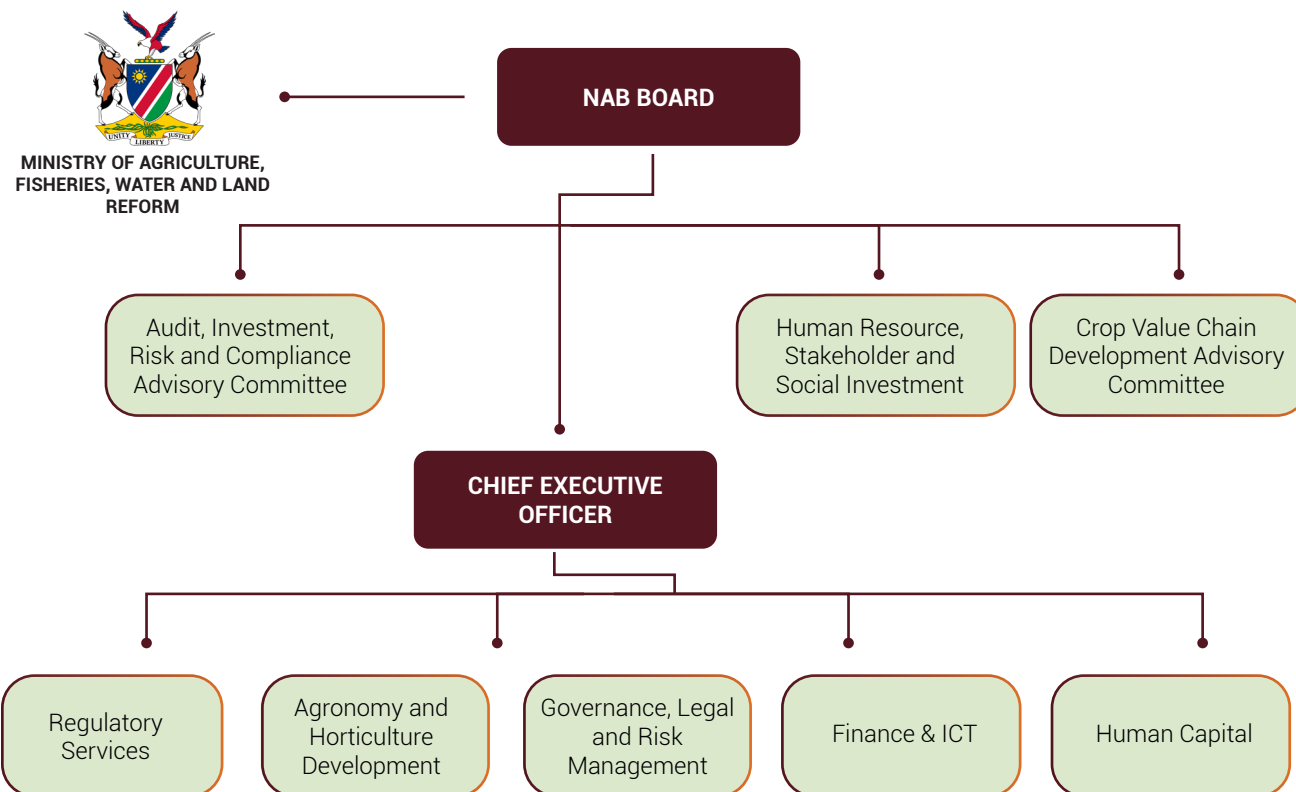


Figure 2 depicts the governance structure of the Board.

1.5.3 The NAB Advisory Committees

As part of the governance framework, and in accordance with Section 12(1) of the Agronomic Industry Act, the Board of Directors is authorised to establish advisory committees to assist in fulfilling its strategic and oversight responsibilities. These subcommittees, guided by clear mandates and approved Terms of Reference, play a vital role in supporting the Board in its decision-making processes, ensuring that the organisation's goals are met with efficiency and accountability.

The **Audit, Investment, Risk, and Compliance Advisory Committee (AIRCAC)** is tasked with overseeing the NAB's financial integrity, risk management strategies, and compliance with relevant regulations. This committee ensures that the organisation maintains effective internal controls, mitigates potential risks, and adheres to legal and regulatory requirements. AIRCAC consists of five members, with the

Board Chairperson serving as an ex-officio member.

The **Crop Value Chain Development Advisory Committee (CVCDAC)** focuses on the strategic direction of the organisation's crop value chain development. CVCDAC is composed of five members, two additional advisors appointed by the Board and the Board Chairperson serves as an ex officio member. The committee provides advice on value chain development strategies, identifies key opportunities for growth and investment, and ensures that the NAB activities contribute to the sustainability and profitability of the crop subsector.

The **Human Resources, Stakeholder and Social Investment Advisory Committee (HRSSIAC)** oversees NAB's human resources policies, staff welfare, and stakeholder engagement initiatives. This committee ensures the organisation attracts, develops, and retains a talented workforce while fostering a positive and productive organisational culture. Comprising five

members, with the Board Chairperson as an ex officio member, HRSSIAC is responsible for reviewing HR policies, recommending staff development programs, and enhancing employee engagement and satisfaction.

Each of these subcommittees operates in accordance with its respective Terms of Reference, which define their roles, responsibilities, and operational scope. The inclusion of the Board Chairperson as an ex-officio member in all three subcommittees ensures effective communication and alignment with the full Board, providing integrated governance that supports the achievement of the NAB's strategic objectives. By establishing these committees, the Board fulfils its responsibilities as set out in the Agronomic Industry Act, leveraging expert guidance and strategic advice to steer the NAB toward continued success.

1.5.4 NAB Management Structure

The Executive Management team of the NAB Secretariat comprises the Chief Executive Officer, General Manager: Regulatory Services, General Manager: Agronomy and Horticulture Development, General Manager: Finance, Human Resources, Administration and Information Communication Technology and General Manager: Governance, Legal and Risk Management.

The reporting line is outlined in the Governance Structure as presented on Figure 2 and the NAB organisational structure as presented on Figure 3.

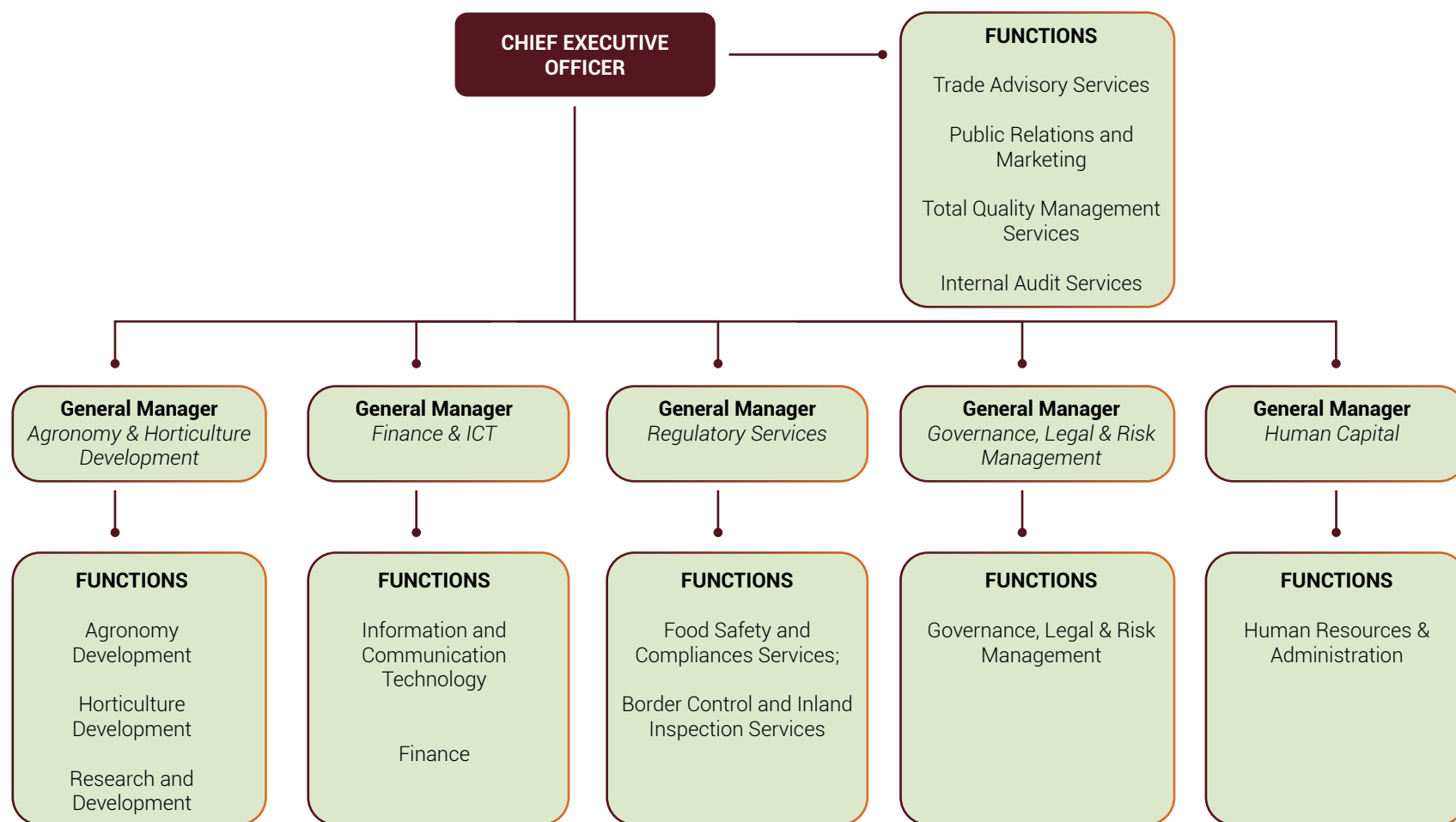


Figure 3: indicates the NAB organisational structure and functions per division.



BUSINESS STRATEGY

02

3.1 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.

3.2 VISION STATEMENT

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



A globally recognised regulator of a sustainable, agile and innovative agronomy and horticulture sector.

3.3 MISSION STATEMENT

The Mission Statement below describes what the NAB needs to do for it to realise its dream. It outlines the NAB's reason of existence which is;



To advance the development of the agronomy and horticulture sector through effective regulation and facilitation



2.4 CORE VALUES

The core values below are fundamental beliefs that the NAB needs in order to fulfill its mission and thereby achieve its vision. They dictate the type of behaviour and organisational culture that the NAB employees need to live up to during their endeavours towards the fulfilment of the mission.

| CORE VALUES | DESCRIPTION |
|-----------------------|---|
| 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 and transparent manner towards our internal and external stakeholders. |
| Inclusivity | We believe in fostering a culture that values diversity and ensures that all voices are heard and respected, creating an environment where everyone can thrive and contribute meaningfully. |
| Agility | We believe in adaptability and responsiveness to changes in the environment we operate in while maintaining the ability to achieve optimal outcomes. |
| Sustainability | We commit to practices that ensure long term growth balancing economic, social and environmental considerations for positive impact on the community and future generation. |
| Innovation | We believe in creative thinking and continuous improvement to develop new solutions, processes and services that enhance our effectiveness and deliver value to our stakeholders. |

2.5 THE 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 model and these are the areas that the NAB must excel in order to achieve the vision.

2.5.1. Agronomy and Horticulture Development: This Strategic Theme focuses on developing the Agronomy and Horticulture industry that is driven by market research and the facilitation for import substitution mostly through the local Market Share Promotion initiatives.

2.5.2. Operational Excellence: This Strategic Theme focuses on the execution of the NAB Strategy more consistently and reliably. It focuses on satisfying stakeholder needs, keeping the employees positive and empowered, and continually improving the current activities through ICT usage.

2.5.3. Regulatory Framework: This Strategic Theme focuses on a series of steps taken to develop a responsive regulatory framework in order to sustainably manage the institution and the crop industry.

2.6 THE STRATEGIC THEMES AND OBJECTIVES

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

Table 1 : Strategic Themes and Strategic Objectives

| Strategic Themes | DESCRIPTION |
|--|---|
| Agronomy and Horticulture Development | <ul style="list-style-type: none"> • Provided comprehensive and efficient information service on agronomy and horticulture value chain • Improved value chain development for the agronomy and horticulture sector • Strengthened agronomy and horticulture value chain trade facilitation |
| Operational Excellence | <ul style="list-style-type: none"> • Enhanced Stakeholder Relation • Improved Organizational Performance • Leveraged ICT Infrastructure and Digital platforms • Enhanced Human Capital • Ensured Prudent Financial Management |
| Regulatory Framework | <ul style="list-style-type: none"> • Ensured Sector Compliance to Regulatory Framework • Ensured Responsive Regulatory Framework • Strengthened Institutional Compliance to Regulatory Framework |

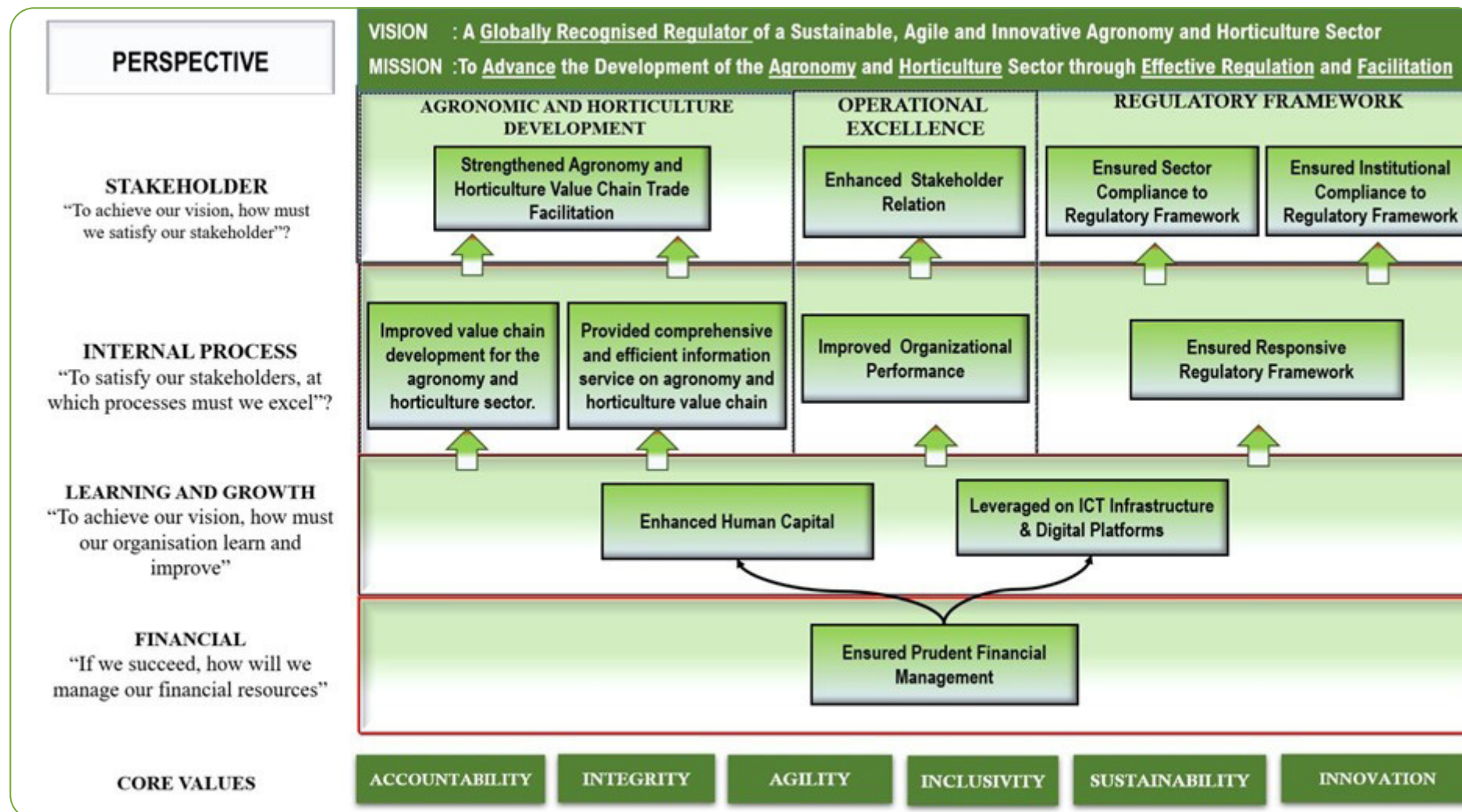
2.7 STRATEGY MAP

The Strategy Map serves as a management tool that describes the key strategic objectives for the NAB as outlined in Figure 9. It facilitates the easy communication of the strategy by creating a visual representation of the key strategic objectives boiled down to a single page diagram. This one-page map outlines the strategic aims and priorities of the NAB and helps to ensure that everyone's expectations are catered for and that individuals start pulling 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 encourages everyone to see the cause-and-effect relationship between them. The strategy map makes it clear that all strategic objectives are inter-linked, and this allows everyone to see how the strategic objectives support each other for the achievement of the vision of the NAB.

It further describes the performance enablers and drivers from the financial, learning and growth, and internal process

perspectives that will help to 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.



3.8 BALANCED SCORECARD 2025/26-2029/30

BALANCED SCORECARD 2025/26 - 2029/30

| Strategic Objective | Weight | Key Performance Indicators | Indicator Type | Targets | | | | | | Initiatives | Acc. Unit | Cost Estimate [5 Years] |
|---|--------|--|-------------------|-----------|------|------|------|------|------|---|------------------------------|-------------------------|
| | | | | Base line | 2025 | 2026 | 2027 | 2028 | 2029 | | | |
| Ensured sector compliance with the regulatory framework | 15 | % of industry compliance with the regulatory framework | Accumulative | 93% | 94% | 94% | 95% | 96% | 97% | Conduct regular compliance assessments for imported consignments, export crop product inspection, farm assessment, and facilities inspection to determine the status of compliance in the crop sector | Division Regulatory Services | 23,901,699 |
| | | % of farms inspected Vs active registered farms | Accumulative | 20% | 50% | 60% | 70% | 80% | 90% | Manage the clearance of consignments for importation, exportation and transit to determine compliance in the crop sector | Division Regulatory Services | 14,957,372 |
| | | | | | | | | | | Implement crop product, food safety, testing and laboratory monitoring systems in all production zones | Division Regulatory Services | 7,380,033 |
| | | No. of export products inspected | None Accumulative | 4 | 6 | 8 | 10 | 12 | 14 | Integrate inspection scheduling with the registration database, ensuring each farm is assessed to determine compliance with the requirements of the Primary Farm Assurance (PFA) Standard | Division Regulatory Services | 0 |
| | | | | | | | | | | Develop and implement the export product inspection schemes for high-value fruits, vegetables and processed products. | Division Regulatory Services | 20,306,699 |

BALANCED SCORECARD 2025/26 - 2029/30

| Strategic Objective | Weight | Key Performance Indicators | Indicator Type | Targets | | | | | | Initiatives | Acc. Unit | Cost Estimate [5 Years] |
|---|--------|--|----------------|-----------|------|------|------|------|------|---|---|-------------------------|
| | | | | Base line | 2025 | 2026 | 2027 | 2028 | 2029 | | | |
| Strengthened Institutional Compliance to Regulatory Framework | | % of institutional compliance | Accumulative | 80% | 80% | 85% | 90% | 95% | 100% | Develop, implement and monitor the compliance management strategy (plan) | Division Governance, Legal and Risk Mgt | 1,730,000 |
| | | % of compliance with the ISO standards | Accumulative | 80% | 85% | 90% | 95% | 97% | 97% | Implement, obtain and maintain third-party recognition of ISO 9001, ISO 45001, ISO 14001, ISO/IEC 17020 Standards | Office of the CEO | 2,398,809 |
| | | | | | | | | | | Develop and implement the internal control framework | Office of the CEO | 0 |
| Ensured a responsive regulatory framework | 15 | Stakeholder Satisfaction rating (scale 1-5) | Accumulative | 3 | 3 | 3.5 | 3.5 | 4 | 4 | Develop technical regulations for agronomy and horticultural products | Division Regulatory Services | |
| | | | | | | | | | | Facilitate the amendment to the Agronomy Industry Act | Division Governance, Legal and Risk Mgt | 500,000.00 |
| | | Execution Rate % on the Development of Technical Regulations | Accumulative | 50% | 100% | 100% | 100% | 100% | 100% | Develop crop-specific marketing and commercial quality control standards for agronomy and horticulture products in support of the Crop Value Chain Development Strategy | Division Regulatory Services | 1,616,368 |
| | | Execution rate (%) on the amendment of the Agronomy Industry Act | Accumulative | 60% | 80% | 20% | 0% | 0% | 0% | Promote industry understanding on the PFA standard requirements and implementation of enforcement arrangements. | Division Regulatory Services | 6,382,104 |
| | | | | | | | | | | Provide of market access for our local produce through a harmonised regulatory framework. | Division Regulatory Services | 987,079 |

BALANCED SCORECARD 2025/26 - 2029/30

| Strategic Objective | Weight | Key Performance Indicators | Indicator Type | Targets | | | | | | Initiatives | Acc. Unit | Cost Estimate [5 Years] |
|---|--------|--|-------------------|-----------|------|------|------|------|------|---|--------------------------------|-------------------------|
| | | | | Base line | 2025 | 2026 | 2027 | 2028 | 2029 | | | |
| | | Level of compliance to the Internal Policies Review standard (Every After 3 yrs) | None Accumulative | 80% | 100% | 100% | 100% | 100% | 100% | Obtain third country approval | Division Regulatory Services | 0 |
| | | | | | | | | | | Maintain global gap verification status | Division Regulatory Services | 0 |
| | | | | | | | | | | Develop and review internal policies | Division: Fin, Admin, HR & ICT | 0 |
| Improved value chain development for the agronomy and horticulture sector | 15 | % of horticulture Primary MSP | Accumulative | 40 | 44 | 48 | 52 | 52 | 56 | Implement the Horticulture Market Share Promotion Scheme | Agronomy & Horticulture Dev. | 16,808,671 |
| | | | | | | | | | | Implement the Special Controlled Products | Agronomy & Horticulture Dev. | |
| | | % on agronomy self-sufficiency performance | Accumulative | 36 | 41 | 46 | 50 | 55 | 60 | Establish and implement the Potato Value Chain Development Scheme | Agronomy & Horticulture Dev. | |
| | | | | | | | | | | Establish and Implement the Agro-Processing Scheme | Agronomy & Horticulture Dev. | 250,000,000 |
| | | Execution Rate (%) for the crop value chain development strategy | Accumulative | 0 | 20% | 40% | 60% | 80% | 100% | Implement the Fruit Development Scheme for high-value fruits | Agronomy & Horticulture Dev. | |
| | | | | | | | | | | Implement the Grain Marketing Scheme | Agronomy & Horticulture Dev. | |

BALANCED SCORECARD 2025/26 - 2029/30

| Strategic Objective | Weight | Key Performance Indicators | Indicator Type | Targets | | | | | | Initiatives | Acc. Unit | Cost Estimate [5 Years] |
|---|--------|--|------------------|-----------|------|------|------|------|------|--|-------------------------------------|-------------------------|
| | | | | Base line | 2025 | 2026 | 2027 | 2028 | 2029 | | | |
| | | | | | | | | | | Implement the National Drought Support for Surplus and Commercial Grain Producers | Agronomy & Horticulture Dev. | |
| | | | | | | | | | | Facilitate the commercialisation of maize and mahangu production amongst smallholder farmers | Agronomy & Horticulture Dev. | |
| | | | | | | | | | | Implement the crop value chain transformation strategies to facilitate the inputs, production, processing, storage, and marketing of agronomic and horticultural crops | Agronomy & Horticulture Dev. | |
| | | Number of farmers, traders, processors trained | Accumulative | 0 | 100 | 200 | 300 | 400 | 500 | Develop and implement a training program for farmers, traders, and processors | Agronomy & Horticulture Development | 3,524,837 |
| Strengthened agronomy and horticulture value chain trade facilitation | | Horticulture Export growth rate % | Accumulative | 35% | 40% | 45% | 50% | 55% | 60% | Develop, implement and monitor trade facilitation strategy for agronomy and horticulture | Agronomy & Horticulture Dev. | 4,431,647 |
| | | | | | | | | | | Facilitate agronomy and horticulture product export market access and intelligence | Agronomy & Horticulture Dev. | |
| Provided comprehensive and efficient information service on agronomy and horticulture value chain | 10 | Time taken to access Agronomic and Horticulture information (hours) | Non-accumulative | 24 | 22 | 20 | 18 | 16 | 10 | Manage the information hub and system for agronomy and horticulture value chain | Agronomy & Horticulture Dev. | 4,307,117 |
| | | Stakeholder Satisfaction rating relating to provision of information services (scale of 1-5) | Accumulative | 3 | 3 | 3.5 | 3.5 | 4 | 4 | Develop and implement a stakeholder information sharing programme | Agronomy & Horticulture Dev. | |

BALANCED SCORECARD 2025/26 - 2029/30

| Strategic Objective | Weight | Key Performance Indicators | Indicator Type | Targets | | | | | | Initiatives | Acc. Unit | Cost Estimate [5 Years] |
|--------------------------------------|--------|---|-------------------|-----------|-----------|-----------|-----------|-----------|-----------|--|--------------------------------|-------------------------|
| | | | | Base line | 2025 | 2026 | 2027 | 2028 | 2029 | | | |
| | | NAB annual research agenda developed and implemented, rate of execution % | None Accumulative | 100 | 100 | 100 | 100 | 100 | 100 | Develop and implement the crop value chain research agenda | Agronomy & Horticulture Dev | 16,713,532 |
| | | Number of enterprise budgets booklets developed and updated | Non-accumulative | 2 | 1 | 1 | 1 | 1 | 1 | Develop and update enterprise budgets | Agronomy & Horticulture Dev | |
| Ensured Prudent Financial Management | 15 | Budget variance on spending (%) | Non-accumulative | 0 | 5 | 5 | 5 | 5 | 5 | Develop, implement and monitor the NAB budget | Division: Fin, Admin, HR & ICT | 0 |
| | | % of resolved audit findings | Non-accumulative | 100% | 100% | 100% | 100% | 100% | 100% | Implement sound financial management practices | Division: Fin, Admin, HR & ICT | 0 |
| | | % of levies and fees accrued | Non-accumulative | 95% | 98% | 98% | 98% | 98% | 98% | Robust collection of levies and fees accrued to NAB | Division: Fin, Admin, HR & ICT | 0 |
| | | % of investment from the levies and fees invoiced to the reserve funds | Accumulative | 10% | 10% | 10% | 10% | 10% | 10% | Implement and monitor the Investment Strategy | Division: Fin, Admin, HR & ICT | 0 |
| | | % of investment from the total income to the Crop Value Chain Development Fund, | Non-accumulative | 17.8% | 18.6% | 17.8% | 18.8% | 15.9% | 13.5% | Implement and Monitor the Financing Strategy including third-stream income | Division: Fin, Admin, HR & ICT | |
| | | Fixed amount invested from total income to the Crop Disaster Fund | Non-accumulative | 5 Million | 5 Million | 5 Million | 5 Million | 5 Million | 5 Million | Implement and Monitor the Financing Strategy including third-stream income | Division: Fin, Admin, HR & ICT | |

BALANCED SCORECARD 2025/26 - 2029/30

| Strategic Objective | Weight | Key Performance Indicators | Indicator Type | Targets | | | | | | Initiatives | Acc. Unit | Cost Estimate [5 Years] |
|--|--------|---|------------------|-----------|------|------|------|------|------|---|---------------------------------------|-------------------------|
| | | | | Base line | 2025 | 2026 | 2027 | 2028 | 2029 | | | |
| Improved Organizational performance | 10 | Organizational Performance Score (%) | Accumulative | 85% | 90% | 90% | 90% | 90% | 90% | Implement and monitor the performance management system | Division: Fin, Admin, HR & ICT | 0 |
| | | | | | | | | | | Compile the NAB Annual Report on time | Division: Fin, Admin, HR & ICT | 992,144 |
| | | | | | | | | | | Develop and implement an employee wellness strategy | Division: Fin, Admin, HR & ICT | 2,129,163 |
| | | % Execution Rate | Non-accumulative | 10% | 90% | 95% | 95% | 95% | 96% | Review, implement and monitor the enterprise-wide risk management strategy | Governance, Legal and Risk Management | 1,937,500 |
| | | Employee Satisfaction Rating (%) | Accumulative | 80% | 85% | 85% | 85% | 90% | 90% | Conduct Employee Satisfaction Survey | Division: Fin, Admin, HR & ICT | 1,845,008 |
| Leveraged ICT Infrastructure and Digital platforms | 5 | ICT System Up-Time (minutes) | Non-accumulative | 20 | 10 | 10 | 10 | 10 | 10 | Upgrade the AMID system and other related systems | Finance, Admin, HR & ICT | 5,801,913 |
| | | Time taken to attend to ICT Queries (minutes) | Non-accumulative | 30 | 15 | 15 | 10 | 10 | 10 | Develop and implement the online Information Hub Portal | Division: Fin, Admin, HR & ICT | 445,200 |
| | | % of Digitalized work processes | Non-accumulative | | 100 | 100 | 100 | 100 | 100 | Digitalize all work processes | Division: Fin, Admin, HR & ICT | 8,500,000 |
| | | No. of security bridges | | | 0 | 0 | 0 | 0 | 0 | Monitoring and continuous improvement of Intrusion detection and prevention systems | Division: Fin, Admin, HR & ICT | 22,942,448 |

BALANCED SCORECARD 2025/26 - 2029/30

| Strategic Objective | Weight | Key Performance Indicators | Indicator Type | Targets | | | | | | Initiatives | Acc. Unit | Cost Estimate [5 Years] |
|-------------------------------|--------|--|------------------|-----------|------|------|------|------|------|--|--------------------------------|-------------------------|
| | | | | Base line | 2025 | 2026 | 2027 | 2028 | 2029 | | | |
| Enhanced Human Capital | 5 | % Employee development and satisfaction | Accumulative | 89% | 80% | 85% | 90% | 95% | 95% | Implement and Monitor the HR Development Strategy | Division: Fin, Admin, HR & ICT | 10,339,101 |
| | | | | | | | | | | Implement Staff Development Program | | 8,115,28 |
| | | Number of graduates completed mentorship and job training. | Non-accumulative | 0 | 11 | 11 | 11 | 11 | 11 | Implement the Graduate Development, Internship/Bursary Programmes. | Division: Fin, Admin, HR & ICT | 8,975,304 |
| | | Number of Internship programs and job training | Accumulative | 0 | 2 | 2 | 3 | 3 | 4 | Implement the Internship Programmes. | Division: Fin, Admin, HR & ICT | |
| | | Number of students benefited from bursary scheme and completed courses | Non-Accumulative | 0 | 2 | 2 | 2 | 2 | 2 | Implement and monitor the housing unit's construction projects at selected border post | Division: Fin, Admin, HR & ICT | |
| | | Number of housing units constructed | Non-Accumulative | 2 | 20 | 10 | | | | Implement the /Bursary Programme and policy | Division: Fin, Admin, HR & ICT | 50,318,250 |
| Enhanced Stakeholder Relation | 10 | Stakeholder Satisfaction (scale of 1-5) | Accumulative | 3.5 | 3.5 | 4 | 4 | 4.5 | 4.5 | Conduct a stakeholder perception and satisfaction survey | Office of the CEO | 20,118,912 |
| | | Execution rate (%) of the communication and marketing strategy | Accumulative | 75% | 75% | 80% | 80% | 90% | 90% | Implementation of the corporate social responsibility | Office of the CEO | |



CROP VALUE CHAIN STRATEGY

03

4.1 Introduction

A five-year crop value chain strategy and implementation plan for the NAB was developed through desktop research, consultations, and workshops with all relevant stakeholders in the crop value chain. The Crop Value Chain Strategy and Implementation Plan is not just a roadmap for the future but a testament to the NAB's commitment to innovation, resilience, and sustainable growth of Namibia's agronomy and horticulture industry. The development of the strategy assessed the past performance of the agronomy and horticulture industry and the ever-evolving external environment.

Around two-thirds of Namibia's agricultural production originates from the livestock sector, and the remaining third originates from the crop-farming and forestry sectors (BSD, 2020). Namibia's agricultural sector contributes 7% to the National GDP and 30% to employment (RN, 2021). Despite Namibia's arid climate, the country can still produce diverse crops. This sub-sector has expanded significantly in the last decade. Notwithstanding this expansion, Namibia produces around 40% of the fresh fruits and vegetables demanded locally, and cereal (grain) only accounts for 30% of the domestic demand.

Additionally, Namibia remains a net importer of fruits, at 96% of the domestic demand, and local production only accounts for 4% of the fruit consumed locally (BSD, 2020). On a positive note, horticulture exports have increased drastically, from N\$674 million in 2010 to N\$1.9 billion in 2024. However, the agro-processing, agri-inputs, and storage value chains remain underdeveloped due to capacity constraints.

Furthermore, the Five-Year Crop Value Chain Strategy and Implementation Plan are aligned with the national development plans - the NDP5 and second Harambee Prosperity Plan (HPP II) and the sector plan, the Strategy for the Transformation of the Agri-Food Sector (STAS). Overall, both the NDP5 and HPP II focus on the agricultural sector to guide and outline interventions for enhancing productivity, sustainability and competitiveness in the sector. Hence, implementing the 5-Year Crop Value Chain Strategy and Implementation Plan will assist the NAB in achieving its ISBP strategic objective of improved crop value chain development and contribute towards attaining the goals and objectives of the STAS and NDP 5 relating to the agriculture sector.

4.2 Purpose

The purpose of this sections is to provide strategies that will be implemented by the NAB in the next 5 years to implement the crop value chain strategy and implementation plan for Namibia. This section highlights the Key Performance Indicators for each objective and the associated strategic initiatives for each component of the crop value chain and the funding plan of the strategy.

4.3 Vision and Mission

4.3.1 Vision:

The Vision for the Crop Strategy is:

"Growing a sustainable, resilient and competitive crop sector through environmentally friendly efficient allocation and use of resources, a conducive policy environment, pro-active research, fostering of collaboration and increased market access in support of a business and investment-friendly environment to ensure local food security, increased employment and social development".

4.3.2 Mission:

The mission statement is as follows:

"To enhance the value of the crop sector through dedicated facilitation, cutting-edge research, and development, while ensuring a dynamic regulatory framework that responds to the evolving needs of the industry."

4.4 Strategic Goals

Themes/goals for the Namibian crop value chain are defined as follows:

- Climate-smart, inclusive, sustainable, and competitive crop value chain.
- A fair and conducive regulatory framework to optimise value chain operations.

4.5 Strategic Objectives

- Development of an environmentally sustainable, efficient and cost-effective local input industry to support the competitiveness of the crop sector.
- To cultivate a conducive production environment, fostering consistent and reliable supplies of farm produce to sustain crop value chains.
- Develop and support competitive and inclusive local value addition by fostering a conducive investment and business climate.
- To facilitate and promote efficient and effective marketing arrangements.
- Facilitate trade promotion and advocacy to grow lucrative international and intra-regional trade.
- To integrate smallholder farmers into mainstream commercial crop production.
- Promote a system of technological innovation and transfer to solve problems, open new frontiers and promote inclusivity to attract investments to grow crop value chains.
- To foster, organise, and enable an environment that supports the development of crop value chains through proactive advocacy efforts.

4.6 Strategic Initiative and Key Performance Indicators

In this Section, the different issues raised by stakeholders as well as strategic initiatives to advance Namibia's crop sector are presented. Each strategic initiative is linked to a theme within the different value chain activities. As such, the headings for the following sub-sections follow the order of the headings shown in the first column of Figure 5 1.

Table 3: Strategic initiatives related to the transformation of the crop value chain

01

Strategic Objective:

Development of an environmentally sustainable, efficient and cost-effective local input industry to support the competitiveness of the crop sector.

Key Performance Indicator:

Number of commercial and surplus crop farmers accessing quality and affordable key production inputs.

Input Value Chain Initiatives

1. Adopt new chemical labelling standards worldwide in accordance with the Globalised Harmonised System (GHS) and sensitise domestic users to the new chemical standards.
2. Facilitate an investigation into the financial feasibility for the construction of a fertiliser blending and mixing plant at Walvis Bay through a Public Private Partnership (PPP).
3. Facilitate the signing of the International Union for the Protection of New Varieties of Plants (UPOV) agreement.
4. Support the implementation of the Seeds and Seed Varieties Act (Act 23 of 2018).
5. Ensuring that farmers, both small-scale and commercial, have seamless access to essential inputs such as good quality seed and fertilisers.
6. Promote local production of improved and certified seeds for staple crops (e.g. pearl millet).
7. Promote the use of technology to improve crop productivity.

02

Strategic Objective:

To cultivate a conducive production environment, fostering consistent and reliable supplies of farm produce to sustain crop value chains.

Key Performance Indicator:

Increased local production tonnage of agronomic and horticultural crops.

Production Value Chain Initiatives

1. Promote upscaling of cash crop production.
2. Facilitate the production potential of alternative high-value crops.
3. Transformation of all the Green Schemes through PPP
4. Conduct more accurate and timely crop production estimates.
5. Building resilience to climate change by promoting water-smart technologies and cultivation of drought-tolerant crops.
6. Amend and where necessary engage in the design of policies to ensure and enhance food safety and quality.
7. Review, harmonisation and collaboration - SPS standards.
8. Design and implement customised skills development and capacity-building programs.
9. Delivery of relevant and timely information and services to farmers and other value chain role players.
10. Develop and implement a crop insurance plan for producers.
11. Promote irrigated production of agronomic crops.

03

Strategic Objective:

Develop and support competitive and inclusive local value addition by fostering a conducive investment and business climate.

Key Performance Indicator:

Increase in the tonnage of agronomic and horticultural products locally processed.

Processing Value Chain Initiatives

1. Facilitate opportunities to expand domestic processing capacities.
2. Amend and where necessary engage in the design of policies to ensure and enhance food safety and quality.

04

Strategic Objective:

To facilitate and promote efficient and effective marketing arrangements.

Key Performance Indicator:

Increased domestic market share of locally produced agronomic and horticulture products.

Marketing Value Chain Initiatives

1. Facilitate bridging finance mechanisms through silo certification.
2. Address storage capacity constraints in Namibia.
3. Promote and facilitate the marketing of locally produced products.
4. Facilitate the revitalisation process of the FPB Hubs to function optimally.

05

Strategic Objective:

Facilitate trade promotion and advocacy to grow lucrative international and intra-regional trade.

Key Performance Indicator:

Growth in export tonnage of locally produced agronomic and horticultural products.

Trade Value Chain Initiatives

1. Export market development.
2. Investigate the possibility of introducing an import levy rebate on exports of processed controlled products manufactured from imported raw materials.
3. Expand capacity to address regulatory constraints, alignment of SPS and other trade protocols and provide support during trade negotiations, trade promotion, and advocacy.

Table 4: Targeted strategic initiatives on smallholder crop farmer's transformation.

06

Strategic Objective:

To integrate small holder farmers into mainstream commercial crop production.

Key Performance Indicator:

See KPIs under Table 3.

Input Value Chain Initiative

1. Facilitate and mobilising existing and where necessary establish capacity to improve access to inputs and technology transfer at primary production level (i.e. identify needs, identify capacity and address accordingly), through one stop farmer support centers at local level.
2. Establish and improve standard protocols for, amongst others, site selection, site preparation, soil preparation, crop selection, planting material, environmental impact assessment, biodiversity impact assessment, etc.

Production Value Chain Initiative

1. Setup support centers that will be responsible for business development facilitation.
2. Establish protocols, interventions and systems to improve efficient production practices that include, but are not limited to site management, risk issues, best practices, proper environmental protection, etc.
3. Establish mechanisms for effective information transfer through videos/ onsite work training sessions.
4. Establish mechanisms to provide access to production finance on a timely basis.

Processing and Value Addition

1. Facilitate the linking of smallholder farmers to processors.
2. Develop policies to facilitate value addition of agronomic and horticultural crops amongst smallholder farmers.

Storage Value Chain Initiative

1. Establish centralised storage facilities that is economically justifiable.

Marketing Value Chain Initiative

1. Establish and apply mechanisms to facilitate and improve market access and removal of market barriers to new entrants.

Export Value Chain Initiative

1. Facilitate linking smallholder farmers with export value chains.



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