

Republic of Namibia

## Ministry of Justice



**STRATEGIC PLAN** | 2017-2022



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**Mr. I.V.K. Ndjoze**  
Permanent Secretary

## FOREWORD

The Strategic Plan for the Ministry of Justice for the period: 2017 – 2022 signifies the start of a new period in our history and sets out a new path for the execution of the mandate of the ministry. It highlights the organizational priorities and strategic objectives with corresponding resource allocation, which will enable us to put measures in place to become a model provider of legal services and justice for all. The execution of this plan will strengthen the operations of the ministry by ensuring that employees and other stakeholders work toward common goals to pursue this strategy and to optimize the use of our resources.

Indeed, we concur that “The key is not to prioritize what’s on your schedule, but to schedule your priorities” – Stephen Covey.

The new era for the Ministry of Justice is marked by the separation of the Judiciary from the ministry in 2015 through enabling legislation in the form of the Judiciary Act (2015). This separation was effected to give greater significance to the independence of the Judiciary as guaranteed in the Namibian Constitution. The effect was the transfer of the court personnel, judicial officers as well as administrative personnel to the Office of the Judiciary.

The Ministry now consists of the following Directorates: Legal Services; Legislative Drafting; Law Reform; Legal Aid; Master of the High Court; Central Administration and Office of the Ombudsman. The ministry also renders support and administrative functions for the Office of the Attorney-General and manages capital projects on behalf of the Office of the Judiciary.

It is our belief that our strategic objectives and the implementation thereof through this plan, will ensure that Namibia meets its goals as set out in Vision 2030. We further believe that this plan will ensure successful implementation of International Community’s Sustainable Development Goal 16 to ensure peace, justice and strong institutions. Our National Development Goals, currently the NDP 5, will be our guide along our path of implementation as it was our headlamp in crafting this Strategic Plan.

I call upon each and every member of our team to take ownership of the initiatives set out herein and implore our stakeholders to embrace this Strategic Plan in order to achieve our common goals as a proud Nation that upholds the rule of law and protects and promotes the rights of our people.

**Mr. I.V.K. Ndjoze**  
Permanent Secretary

## ABBREVIATIONS

<b>AP</b>	Annual Plan
<b>BPR</b>	Business Process Reengineering
<b>GRN</b>	Government of the Republic of Namibia
<b>HPP</b>	Harambee Prosperity Plan
<b>HRD</b>	Human Resource Development
<b>HR</b>	Human Resource
<b>KPI</b>	Key Performance Indicator
<b>LRDC</b>	Law Reform and Development Commission
<b>MoJ</b>	Ministry of Justice
<b>MoF</b>	Ministry of Finance
<b>MTEF</b>	Medium Term Expenditure Framework
<b>NDP5</b>	National Development Plan 5
<b>OoJ</b>	Office of the Judiciary
<b>OPM</b>	Office of the Prime Minister
<b>O/M/A’s</b>	Offices, Ministries & Agencies
<b>PA</b>	Performance Agreement
<b>PSC</b>	Public Service Commission
<b>PS</b>	Permanent Secretary
<b>PMS</b>	Performance Management System
<b>SDG</b>	Sustainable Development Goals
<b>SP</b>	Strategic Plan



## EXECUTIVE SUMMARY

The Strategic Plan (SP) for the MoJ for the period: 2017 – 2022 sets out the desired outcomes as per the Fifth National Development Plan (NDP5) for the Justice and Security Sector.

The SP sets out the detailed strategy in table format and includes:

- 5 Strategic Objectives
- 16 Key Performance Indicators (KPI's)
- Indicator definitions for all 16 KPI's
- Indicator Types
- Baselines for measuring, extracted from the previous SP's Terminal Review Report and the Situational Analysis outcomes.
- Annual targets
- Projects
- Budget allocations
- Responsible Units

### Purpose:

The new five year SP for MoJ, the directives and activities, will be carried out over the next five (5) years to ensure the timely and effective delivery of legal services, effective administration of justice, increase of access to justice by decentralization and introduction of electronic platforms to ease access to services and laws, legislative reform to ensure constitutional compliance, automation of internal business processes to enhance cycle time and to bring about a decline in justified complaints, which points to good governance.

### Guiding Plans and Policies:

The SP was formulated, taking into account the outcomes of the Situational Analysis done by each Directorate in the MoJ, the objectives of the NDP5, the objectives of the HPP, Namibia's Vision 2030 goals, the international community Sustainable Development Goals (Agenda 2030) and the African Agenda 2063.

### Strategic Objectives:

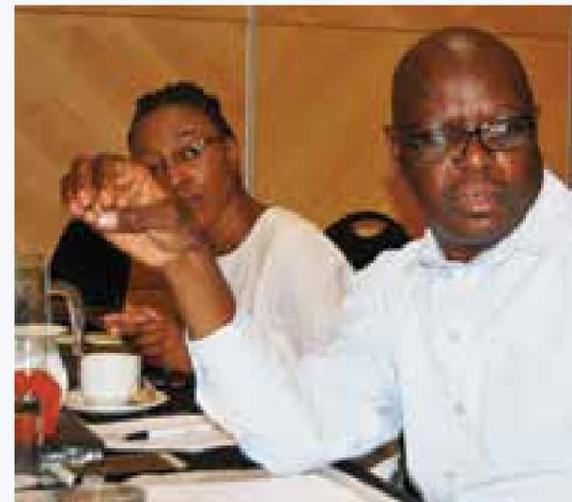
The SP for the MoJ sets five strategic objectives, namely:

- To improve timely delivery of quality legal services
- To enhance access to justice
- To ensure effective regulatory framework and compliance
- To promote independent and impartial resolution of complaints relating to public administration
- To enhance organizational performance

These five SMART objectives were identified and crafted in an all-inclusive manner, which covers all the strategic themes/programmes. The condensing of the themes to these five all-inclusive objectives streamlines the SP and provides a well-oriented approach to achieving our goals.

### Key Performance Indicators (KPI's):

The SP sets out 16 KPI's, which will enable the MoJ to measure the attainment of these objectives. At corporate level, the responsible unit is indicated to be primarily that of the Office of the Permanent Secretary together with that of the respective responsible Directorates.



## METHODOLOGY AND BACKGROUND

The last SP for the MoJ came to an end on 31 March 2017. This previous plan set the pathway for the paradigm shift that was needed to adapt to the transformation of the Public Service to focus on performance in order to enhance services and promote performance driven initiatives across the Public Service.

The methodology followed to develop the current plan was based on the Public Service Strategic Planning Framework, which was developed by the OPM.

### Situational Analysis:

The process started off with conducting a situational analysis for all directorates within the MoJ. This process enabled the MoJ to identify the strategic issues that require strategic interventions through the development of strategic objectives.

### Strategic Planning Committee:

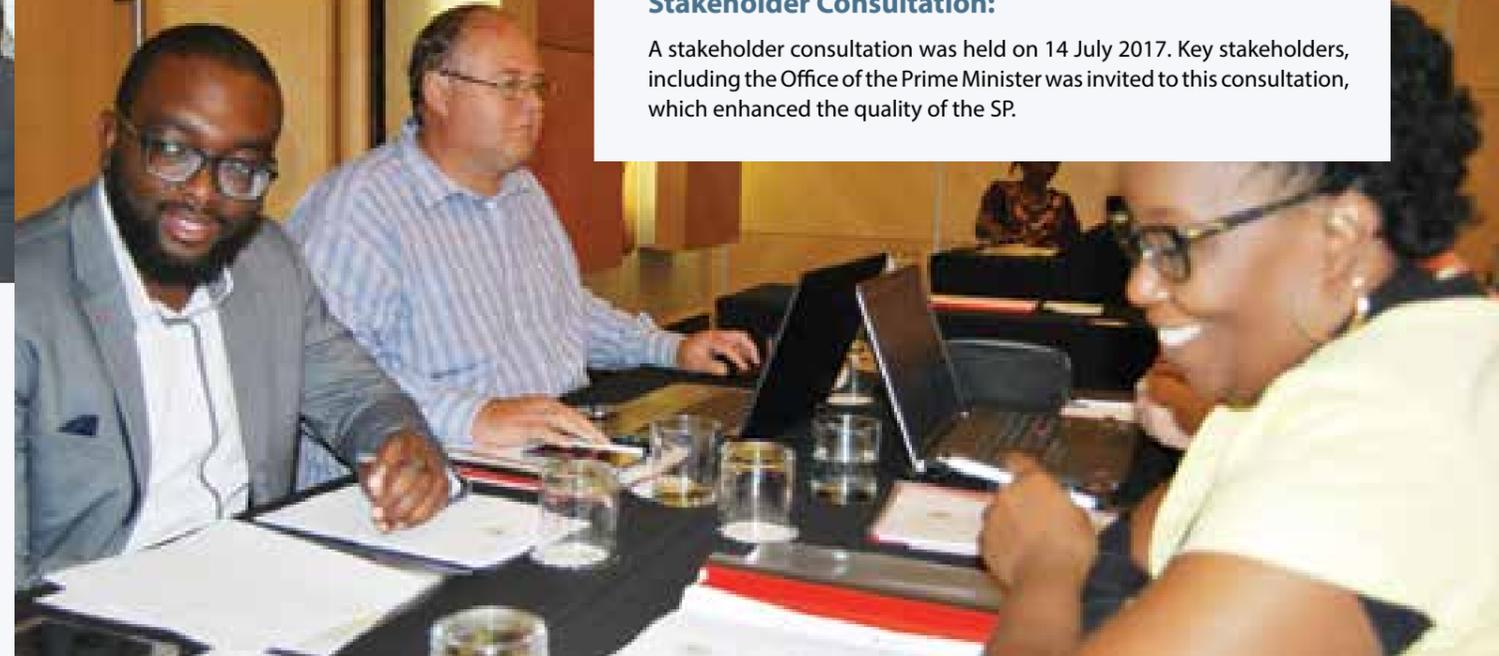
A Strategic Planning Committee was appointed by the Permanent Secretary in February 2017. This Committee, chaired by the Deputy Permanent Secretary is responsible for the coordination of the process and activities for the SP.

### Strategic Planning Workshop:

The strategic objectives were crafted by the senior management and staff of all MoJ Directorates during a SP workshop that was held in Windhoek on 27 & 28 March 2017. The workshop was facilitated by the Deputy Permanent Secretary and chaired by the Permanent Secretary.

### Stakeholder Consultation:

A stakeholder consultation was held on 14 July 2017. Key stakeholders, including the Office of the Prime Minister was invited to this consultation, which enhanced the quality of the SP.





## 2 KEY STRATEGIC ISSUES AND OBJECTIVES

The most critical strategic issues were identified as follows:

- Shortage of expertise and experienced legislative drafters
- Client education and stakeholder support and involvement
- Automation of platforms and services
- Financial constraints
- Staff turnover
- Insufficient cooperation between authorities at regional and international level
- Cycle time for processing of instructions
- Decentralization of services / increase in service delivery points
- Inadequate legislative and policy framework
- Institutional efficiency
- Implementation of the National Human Rights Action Plan

The strategic objectives, which were identified to address these issues, are:

- Ensuring an enabling environment and high performance culture by implementing initiatives such as conducting public education events, conducting stakeholder perception surveys, securing 100% budget execution, ensuring PMS compliance and focusing on competency development, implementing an effective governance framework, complying with audit recommendations and implementing capital development projects.
- Improving timely delivery of legal services and enhancing access to justice by increasing development and utilization of e-platforms, increasing service delivery points, automation of internal operations, reviewing of enabling legislative framework, improving cycle time for finalization of certain functions and creating expertise among staff members in specialized fields.
- Achieving a decline in justified complaints by investigating complaints and increasing outreach public education campaigns to improve good governance.



## 3 KEY PERFORMANCE INDICATORS AND INDICATOR DEFINITIONS

The SP sets out 16 KPI's, which will enable the MoJ to measure the attainment of these objectives.

These KPI's with the Indicator Type are:

- » % Compliance with Auditor-General statutory requirements (Absolute)
- » % Customer satisfaction (Incremental)
- » % Staff satisfaction (Incremental)
- » % Compliance with the Performance Management System (Incremental)
- » % Key services provided online (Incremental)
- » % Key functions decentralized (Incremental)
- » % Key services streamlined (Incremental)
- » % Key processes streamlined (Incremental)
- » % Legal services completed on time (Incremental)
- » Number of enabling legal frameworks reviewed (Absolute)
- » Number of enabling legal frameworks developed (Absolute)
- » % Compliance with the Procurement Act (Incremental)
- » % Decline in justified complaints (Decremental)
- » % Increase in ministerial performance score (Incremental)
- » % Implementation of effective governance framework within the MoJ (Incremental)
- » % Compliance with internal audit recommendations (Absolute)



# 4 STRATEGY MAP/MATRIX

STRATEGY MAP/MATRIX (CONTINUED)

## PLANNING MATRIX

Desired Outcome	Strategic Pillar	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Indicator Type	Baseline	Annual Targets					Programme	Project	Budget		Responsible Unit	
							Y1	Y2	Y3	Y4	Y5			Operational	Developmental		
By 2022, Namibia continues to be a safe, secure, peaceful and upholding the Rule of Law.	Provision of Legal Services	Improve timely delivery of quality legal services	% of key services provided online	Development and maintenance of Websites, social media and other media platforms to ease access to legal services and laws.	Incremental	50	60	70	80	90	100	Administration of Justice	ICT Infrastructure	0.00	0.00	1. Office of the PS and all Directorates	
			% of legal services completed on time	Processing and finalisation of legal processes to be completed within the respective set standards	Incremental	60	62	64	66	68	70		Cycle time for legal cluster	500,000.00	0.00	1. Office of the PS 2. Master of the High Court 3. Legal Services 4. Legal Aid 5. Legislative Drafting 6. Law Reform	
		Enhance access to justice	% of key functions decentralised	Decentralisation of legal services by increasing service delivery points.	Incremental	26	31	33	35	37	39		New office establishments (Infrastructure Projects Development)	10,000,000.00	15,543,844.00	1. Office of the PS 2. Legal Aid 3. Master of the High Court	
			% of key services streamlined	Re-engineering and automation of business processes to enhance easy access to legal services.	Incremental	30	50	60	70	80	100		Business Process Re-engineering	30,000,000.00	0.00	1. Central Administration 2. Master of the High Court 3. Legal Aid 4. Legislative Drafting 5. Law Reform 6. Legal Services	
Promotion of effective governance	Ensure effective regulatory framework and compliance	No of enabling legal frameworks reviewed	Ensure constitutional compliance, enhance processes and accessibility of services in respect of the succession legal framework, Trusts, Legal Aid Regulations, Extradition, ICCMA and Ombudsman Act	Absolute	0	2	2	2	2	2	Legislation and Policy Coordination	Regulatory Framework (Development & Review)	2,000,000.00	0.00	1. Office of the PS 2. Legislative Drafting 3. Legal Services 4. Master of the High Court 5. Law Reform 6. Legal Aid 7. Ombudsman		
			Drafting of Bills in respect of projects finalised by The LRDC.	Absolute	0	2	2	2	2	Legislative Drafting and Law Reform							
		% compliance with the Procurement Act (PA)	Compliance towards the PA requirements in place	Incremental	0	70	80	90	100	100		Monitoring (Law enforcement and compliance)	0.00	0.00	1. Office of the PS 2. Central Administration		
	Promote independent and impartial resolution of complaints relating to public administration.	% decline in justified complaints	A decline in justified complaints points to an improvement in good governance	Decremental	52	51	50	49	48	47	Governance	Complaint intake clinics and investigations	100,142,000.00	0.00	1. Office of the PS 2. Ombudsman		
By 2022, Namibia is characterised by an effective and efficient Public Service delivery	Operational Excellence	Enhance Organisational Performance	% of ministerial performance score	This indicator measures overall performance score of the Ministry; calculated by computing the simple average score of the Ministry after annual performance review.	Absolute	47	60	70	80	90	100	Performance Improvement	Performance management	1,184,759,000.00	1,052,688,000.00	1. Office of the PS 2. Central Administration	
			% Compliance with the Performance Management System	Measure the percentage of performance agreements signed and percentage of staff members appraised.	Absolute	0	100	100	100	100	100			2,000,000.00	0.00	1. PS Office 2. All Directorates	
			% staff satisfaction	The satisfaction of staff members in terms of organisational leadership, working environment and staff well being.	Incremental	55	0	65	0	75	0		Employee wellness	100,000.00	0.00	Office of the PS	
			% customer satisfaction	The perception of citizens in terms of service delivery	Incremental	0	0	50	55	60	65		HR Management	300,000.00	0.00	Office of the PS	
			% of key processes streamlined	Business processes that has an impact on customers and stakeholder needs, re-engineered and implemented	Incremental	40	50	60	70	80	100		HR Development	30,000,000.00	0.00	1. Office of the PS 2. Central Administration	
			% of key services accessed online	The KPI measures the efficiency and accessibility of the ministry's key services online by all clients/customers	Incremental	50	60	70	80	90	100		Administration	ICT Infrastructure	0.00	0.00	1. Office of the PS 2. All Directorates
			% compliance with OAG statutory requirements	The compliance of budget execution in accordance with all OAG requirements	Absolute	100	100	100	100	100	100			Financial management and Audit service	0.00	0.00	1. Office of the PS 2. All Directorates
				% compliance with internal audit recommendations	The percentage of significant findings implemented by Directorates on key specific areas on the follow up conducted by Internal Audit	Absolute	0	100	100	100	100	100	Auxiliary services				
											Internal Audit	500,000.00	0.00	1. Internal Audit 2. All Directorates			

## 5 BUDGET ALLOCATION

The budget allocations for operational and developmental initiatives are as per the MTEF.

The total operational budget for the programmes and projects of the MoJ for the period: 2017/18 – 2019/20 amounts to: N\$242,509,000.00 and the total development budget for the same period amounts to: N\$180,920,000.00. This MTEF period covers the first three years of the Strategic Plan period. The operational budget includes personnel expenditure, travel and subsistence allowance and general office support related costs. The development budget includes the capital projects for the Office of the Judiciary (court buildings, etc.) for which the MoJ is still responsible in terms of the Judiciary Act (2015). The budget breakdown is set out in the Strategy Map/Matrix. A costing exercise might be needed in order to determine the exact funding required to carry out specific projects. Any funding shortfalls for key strategic initiatives will be duly communicated to the MoF as execution of this SP depends on adequate funding.

## 6 CRITICAL SUCCESS FACTORS

- » Skills development and retention
- » Adequate structuring
- » Leadership and change management
- » Sufficient budgetary allocation
- » ICT Leverage



## 7 STRATEGY EXECUTION AND REPORTING MECHANISM

The corporate SP is cascaded into Annual Plans (AP's), which sets out the KPI's, targets and projects for each individual Directorate. All of these cascaded KPI's are conformed to the corporate KPI's and linked directly to the corporate Strategic Objectives. The Performance Management System (PMS) further enables individual staff members to align their Performance Agreements (PA's) to these AP's in order to set individual goals and targets, which are ultimately aligned to the SP. The PA's also enable staff members to identify their personal development plans.

Quarterly review meetings will be conducted at the headquarters for the MoJ during which each Directorate will present its quarterly review report on the KPI's and targets achieved.







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