



REPUBLIC OF NAMIBIA

MINISTRY OF GENDER EQUALITY AND CHILD WELFARE

STRATEGIC PLAN

2025–2030

OCTOBER 2025

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ABBREVIATIONS AND DEFINITION OF TERMS

ACRWC	African Charter on the Rights and Welfare of the Child
AU	African Union
CCCPF	Constituency Child Care and Protection Forums
CCPA	Child Care and Protection Act
COVID-19	Coronavirus Disease of 2019
CSF	Critical Success Factors
CSC	Customer Service Charter
DG	Disability Grants
ECD	Early Childhood Development
EDRMS	Electronic Documents and Records Management System
ERM	Enterprise Risk Management
GBV	Gender-Based Violence
GRPB	Gender Responsive Planning and Budgeting
ICT	Information and Communication Technology
IGA	Income Generating Activities
IT	Information Technology
MIS	Management Information System
KPI	Key Performance Indicators
MGECW	Ministry of Gender Equality and Child Welfare
MGEPSW	Ministry of Gender Equality, Poverty Eradication and Social Welfare

MPESW	Ministry of Poverty Eradication and Social Welfare
NDP6	Sixth National Development Plan
NIECD	National Integrated Early Childhood Development
NGEEP	National Gender Equality and Equity Policy
OAG	Old Age Grants
OPM	Office of the Prime Minister
OVC	Orphans and Vulnerable Children
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PP	Pre-Primary
PMS	Performance Management System
RCCF	Residential Child Care Facilities
RCCPF	Regional Child Care Protection Forums
SDG	Sustainable Development Goals
SP	Strategic Plan
SO	Strategic Objectives
SWAPO	South West Africa People's Organisation
SWOT	Strengths, Weaknesses, Opportunities and Threats
TIP	Trafficking in Persons
UNCRC	United Nations Convention on the Rights of the Child
VAC	Violence Against Children



FOREWORD

This Strategic Plan comes at a defining moment in our nation's development. Guided by the visionary direction of our President, Her Excellency Dr. Netumbo Nandi-Ndaitwah, Namibia has entered an era that demands accelerated delivery, accountability and measurable results. The President's call that "we are too few to be poor", challenges every institution to contribute decisively to building a Namibia rooted in shared prosperity, equity and dignity.

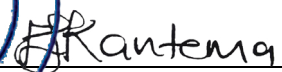
The Ministry has made notable progress during the preceding Strategic Plan, despite the challenges posed by the COVID-19, including increasing child grant coverage by 69%, improving the Minimum Package of Children Care Index from 0.495 to 0.561, and expanding early childhood development infrastructure by constructing and renovating 78 centres and providing subsidies to 66 Residential Child Care Facilities.

Additionally, 81% of educators received subsidies to strengthen early childhood education, and the National Gender Equality and Equity Policy was developed. Globally, Namibia was recognised for its efforts, ranking 8th worldwide with a gender gap score of 0.802. I congratulate the previous leadership for laying this strong groundwork.

Looking ahead, the Ministry will focus on advancing gender equality and empowering women, men, girls, and boys. Key priorities include addressing gender-based violence, strengthening gender mainstreaming, combating violence against children, facilitating male engagement, and improving care and protection for children's well-being while safeguarding their rights.

The Ministry will also foster a high-performance culture, strengthen legislative frameworks, ensure compliance, and enhance stakeholder communication to ensure that no Namibian is left behind. These strategic priorities align with the SWAPO Party Manifesto's commitments to better living standards, particularly social welfare, as well as NDP6 Pillar 2 on Human Development and Community Resilience. Guided by the values of accountability, accessibility, empathy, integrity, inclusivity, professionalism and teamwork, the Ministry will work tirelessly to translate policies into impactful and measurable results.




DR. EMMA KANTEMA (MP)
MINISTER

ACKNOWLEDGEMENT

It is with great pride and a profound sense of responsibility that I present the Strategic Plan of the Ministry of Gender Equality and Child Welfare (MGE CW) for 2025/26–2029/30. This Plan is a critical tool guiding the Ministry’s mandate to ensure gender equality, equitable socio-economic development for all, and the well-being of children in Namibia.



Its development was a collective effort, shaped by situational analysis, stakeholder consultations, and alignment with national, regional, and international frameworks. It is firmly anchored in Namibia’s Vision 2030, the Sixth National Development Plan (NDP6), the SWAPO Party Manifesto, the Decentralisation Policy, the African Union Agenda 2063, and the United Nations Sustainable Development Goals (SDGs). Through this strategic alignment, we reaffirm our commitment to contributing meaningfully to national development and global aspirations.

It remains the responsibility of the Heads of Directorates/Divisions to ensure that the content of this Strategic Plan is inculcated into the Ministry’s daily operations. This should be the foundation of the MGE CW’s service promise to the Namibian nation and beyond. In addition, each staff member, regardless of position, should understand their role in advancing the Ministry’s mandate. The onus lies on Management to drive this effort, as the Ministry pursues its vision of “a nation that upholds gender equality, equity, and the well-being of children.”

To fulfil the Performance Management System requirements mandated by the Office of the Prime Minister, this Strategic Plan will be translated into Annual Plans and incorporated into all staff members’ Performance Agreements. Through this document, the Ministry commits to its customers, stakeholders, and development partners to achieve all strategic objectives and key performance indicators within the specified timeframes outlined in the Strategic Plan.

I extend my sincere gratitude to the Office of the Prime Minister for its support and guidance, the former leadership of the Ministry, staff, and stakeholders whose collaboration and dedication have been instrumental in developing this Plan. Only through continued partnership and commitment will we realize the noble aspirations outlined herein.

Together, let us move forward with determination to build a socially just Namibia that embraces equity and opportunity for all.


LYDIA H. INDOMBO
EXECUTIVE DIRECTOR

09 OCT 2025

EXECUTIVE DIRECTOR
MINISTRY OF GENDER
EQUALITY AND CHILD WELFARE

EXECUTIVE SUMMARY

The Strategic Plan of the MGECW is a guiding tool for the Ministry aimed at strategically directing, monitoring and evaluating its performance in order to discharge its mandate of ensuring gender equality and equitable socio-economic development of women and men, and the well-being of children.

In formulating the Strategic Plan for the period of 2025/26–2029/30, the Ministry ensured alignment with key national, regional and international frameworks, including the Vision 2030, the Sixth National Development Plan (NDP6), SWAPO Party Manifesto, Decentralisation Policy (1998), AU Agenda 2063, and Sustainable Development Goals (SDGs).

Utilising situational analysis tools such as Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) and Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, the Ministry identified twelve strategic issues, namely: Inadequate infrastructure and limited resources; Inadequate and fragmented coordination mechanisms; Inadequate disaggregated data for evidence-based planning; Harmful practices, social vices and barriers; Fragmented social services;

High rate of violence against women and children; Shortage of specialised personnel; High poverty rate; High unemployment rate; Devolution of delegated functions; Weak monitoring and review of policies and programmes

The strategy is structured around three desired outcomes of NDP6, with four strategic pillars, five strategic objectives, thirty-three Key Performance Indicators (KPIs), and nineteen programmes.

The Strategic Plan also take cognisance of potential strategic risks that could impede its successful implementation. Through proactive risk identification, the Ministry aims to mitigate potential risks and ensure the effective execution of its strategic objectives.

In this regard, a Strategic Plan serves as a foundation for an effective Performance Management System, which ultimately forms a basis for setting parameters for individual/ staff-level performance, thereby translating a strategy into the desired actions by the entire Ministry. All these actions should demonstrate the Ministry's contribution to achieving the national dream, Vision 2030.

1. INTRODUCTION

1.1 INTRODUCTION AND BACKGROUND

The MGE CW remains committed to ensuring gender equality, equitable socio-economic development of women and men, and the well-being of children in alignment with our mandate. This Strategic Plan for 2025/26-2029/30 sets forth a renewed strategic direction aimed at upholding gender equality, equity, and the well-being of children.

While progress was made during the preceding strategic plans, persistent challenges such as gender-based violence, inequality, homelessness, and child abuse continue to hinder sustainable development. These challenges require a comprehensive, evidence-based approach to ensure Gender Equality, Community Empowerment, and Child Care and Protection.

This Strategic Plan is firmly linked to Vision 2030, NDP6, the SWAPO Party Manifesto of 2024, sectoral policies, the African Union Agenda 2063, and the SDGs. Therefore, through this Strategy plan, the Ministry demonstrates the government's dedication to ensuring that all targeted groups are provided for and safeguarded.

1.2 PURPOSE OF A STRATEGIC PLAN

The purpose of this Strategic Plan is to provide a structured framework that outlines the Ministry's strategic direction, priorities, and key initiatives over the next 5 years from 2025-2030.

It serves as a guiding document that defines the Ministry's vision, mission and strategic objectives. This strategy plan sets out the Ministry's strategic focus areas and priorities, the key initiatives and programmes designed to achieve its objectives, and the KPIs to track progress and performance.

It also details the resource allocation required and the responsible implementing unit to support the effective and efficient implementation of the Ministry's mandate. By clearly defining these elements, the Strategic Plan serves as a blueprint for coordinated efforts among all stakeholders, including leadership, staff, and partners, to work towards common goals.

The Strategic Plan, however, remains flexible to any changes in national priorities that may be brought about by new developments in the National Development Plans.

1.3 MAJOR ACHIEVEMENTS OF THE LAST STRATEGIC PLAN

The former Ministry of Gender Equality and Child Welfare (MGEWCW) and the Ministry of Poverty Eradication and Social Welfare (MPESW) played a crucial role in advancing gender equality, social welfare, and poverty eradication in Namibia.

Following their merger into the Ministry of Gender Equality, Poverty Eradication and Social Welfare (MGEPEWSW), the government continued implementing policies and programs to improve the lives of vulnerable populations. Over the years, the Ministry achieved significant milestones despite challenges such as financial constraints, staffing shortages, and external disruptions like COVID-19.

- Between 2017 and 2020, the MGEWCW successfully increased the coverage of child grants to 69%, ensuring more children benefited from financial support. The Minimum Package of Children Care Index also improved from 0.495 to 0.561, reflecting progress in child welfare initiatives. To enhance service delivery, the Ministry constructed and renovated 17 Early Childhood Development (ECD) centres across the country, providing essential facilities for vulnerable groups. Additionally, 81% of educators received subsidies, reinforcing the government's commitment to early childhood education. On a global scale, Namibia was recognized for its efforts in closing the gender gap, ranking 12th worldwide in 2020, with 78.4% of its gender gap closed.

- During the same period, the Ministry of Poverty Eradication and Social Welfare played a pivotal role in tackling poverty and promoting social protection.

The Ministry successfully developed and implemented the Blueprint on Wealth Redistribution and Poverty Eradication, guiding national efforts towards economic inclusivity. The coverage of Old Age Grants (OAG) and Disability Grants (DG) reached 98% and 74%, respectively, ensuring social protection for the elderly and persons with disabilities. Furthermore, the Ministry made 65% progress in decentralizing social welfare functions. Efforts to combat food insecurity were strengthened through the re-engineering of the Food Bank Programme, which was expanded to all 14 regions and benefited 8,409 poor households (1.6%).

- Following the merger, the newly established MGEPEWSW continued to make strides in social development from 2020 to 2024. The Ministry provided direct assistance to 1,765 individuals with disabilities, addressing their specific needs and promoting inclusivity.

In its awareness-raising efforts, 709 sessions were conducted on the rights and needs of marginalized communities and persons with disabilities. Infrastructure development also advanced, with the construction of 61 Early Childhood Development (ECD) centres and subsidies provided to 66 Residential Child Care Facilities (RCCFs) and shelters.

Furthermore, the Ministry finalised and launched the Social Protection Policy, revised key frameworks such as the National Gender Policy (2010-2020) and the National Integrated Early Childhood Development (NIECD) Policy, and updated the ECD Curriculum Training Manual and Courses. Namibia's commitment to gender equality remained strong, as reflected in its 8th-place ranking globally, with a 0.802% score in closing gender gaps.

Despite these achievements, several challenges hindered the full implementation of key programs. Efforts to increase women's participation in politics and mentorship programs fell short, and there was limited progress in strengthening support for trafficking in persons (TIP) stakeholders and empowerment projects for persons with disabilities.

The implementation of disability mainstreaming, interventions for violence against children (VAC) cases, and the Marginalized Mainstreaming Plan also faced delays. These setbacks were largely due to COVID-19 restrictions, financial constraints, staff shortages, lengthy procurement processes, and transportation challenges.

Additionally, gaps in strategic planning were identified, including misaligned indicators, unclear definitions, and inconsistencies in measurement units, which complicated performance assessment.

1.4 THE LINKAGE TO HIGH-LEVEL INITIATIVES

The Ministry contributes to national development goals by implementing strategic objectives aligned with Vision 2030, which seeks to ensure that Namibia is a fair, gender-responsive, caring and committed nation, in which all citizens can realise their full potential in a safe and decent living environment.

Furthermore, the Ministry's strategic plan contributes to the priorities of the Sixth National Development Plan (NDP6) on gender equality, child care and protection, and Early Childhood Development. The Ministry equally contributes to the achievement of the Decentralization Policy to enhance service delivery, underscoring the Ministry's focus on improving the effectiveness and efficiency of public service delivery at all government levels.

At the continental and global levels, the Ministry aligns with the African Union's Agenda 2063 by promoting full Gender Equality in All Spheres of Life and engaging and empowering Children. It also advances key Sustainable Development Goals (SDGs), particularly to achieve gender equality and empower all women and girls (SDG 5), reduce inequalities (SDG 10), and End poverty in all its forms everywhere (SDG 1).

Through its focus on child protection, gender empowerment, legal and policy implementation strengthening, and multisectoral coordination, the Ministry ensures that high-level commitments are translated into measurable and sustainable development outcomes.

TABLE 1: ALIGNMENT OF THE MGECW'S STRATEGIC OBJECTIVES TO THE SWAPO PARTY MANIFESTO.

THEME	STRATEGIC OBJECTIVES/DESIRED OUTCOME/STATEMENTS	MGECW ALIGNMENT/ CONTRIBUTION
Priority area 6: Better Living Standards: Quality Health and Social Welfare	Women's empowerment and child welfare	The Ministry's contribution will be felt through the achievement of its strategic objectives as outlined below: SO1: Achieve gender equality, equity and empowerment of women, men, girls and boys SO2: Improve Care and protection for children's well-being. SO3: Enhance an enabling environment for high-performance culture. SO4: Ensure effective legislative frameworks and compliance. SO5: Ensure Stakeholder Communication and Coordination.
	Introduction of psychosocial support programs for single guardians and widows, provision of sufficient support for the development of the boy child, strengthening support to child-headed households, increasing and capacitating protection centres for children across the country.	
	Increase women's participation at all levels of decision-making, provide support for women in governance and decision-making positions, and strengthen their entrepreneurial capacities.	
	Reduce the prevalence of Gender-Based Violence (GBV) and increase protection for women and girls by strengthening Gender Based Violence (GBV) awareness and prevention through public campaigns, protection centres, and specialised Police Units to render multi-sectoral and integrated service delivery.	
	Strengthen the capacity of law enforcement agencies to handle gender-based violence cases effectively and sensitively.	
	Foster partnerships with civil society organisations, community leaders, and other stakeholders to promote gender equality and women's empowerment.	
Priority area 4: Building a better future: Quality of Education and Training	Fast-track the full integration of Pre-Primary (PP) and Early Childhood Development (ECD) into the mainstream education system for a strong foundation.	SO2: Improve Care and protection for children's well-being.
Legal Reforms & Instruments Required	Strengthen the e-governance system in Namibia, including e-procurement, to leverage Information and Communication Technology (ICT) at all levels of government and to expedite service delivery to citizens.	SO3: Enhance an enabling environment for high-performance culture.
	Strengthen the Accountability Framework to ensure that all civil servants and political office-bearers are held accountable.	
	Review and implement the Decentralisation Policy to improve the efficiency and effectiveness of grassroots service delivery and strengthen the decision-making process.	

2. HIGH-LEVEL STATEMENTS

VISION

A nation that upholds gender equality, equity and the well-being of children.

MISSION

To create and promote an enabling environment for the attainment of gender equality and the well-being of children.

MANDATE

Ensure gender equality and equitable socio-economic development of women and men, and the well-being of children.

CORE VALUES

ACCOUNTABILITY

Taking responsibility for our actions, decisions and their outcomes.

ACCESSIBILITY

Always making ourselves available to meet customer expectations.

EMPATHY

Bringing humanity to our work.

INTEGRITY

Being honest, having moral principles and adhering to ethical standards.

INCLUSIVITY

Ensuring that all individuals are respected, valued and welcomed.

PROFESSIONALISM

Maintain high-level standards in how we communicate, act and perform our duties.

TEAMWORK

Working together for the common goal.

3. ENVIRONMENTAL SCANNING (SITUATION ANALYSIS)

The MGECW employed a SWOT analysis to assess the current situation to identify strategic issues that would inform key priorities and objectives. The strategic issues were also determined through key stakeholders' analysis. Table 2 summarises the SWOT analysis.

TABLE 2: SITUATION ANALYSIS

S STRENGTH	• Gender responsive regulatory frameworks in place • Strong leadership and inclusive decision making • Skilled, experienced and committed workforce • Available capacity-building programs for staff members and stakeholders • Coordination mechanisms with stakeholders in place • Comprehensive child protection systems • Available Management Information Systems • Delegated Ministerial functions to Regional Councils
W WEAKNESS	• Inadequate infrastructure and limited resources • Weak monitoring and review of policies and programmes. • Inadequate disaggregated data for evidence-based planning. • Shortage of specialised personnel • Inadequate and fragmented coordination mechanisms • Fragmented social services
O OPPORTUNITY	• Implementation of the Gender Responsive Budgeting. • Collaboration, Coordination and Participation with internal and external stakeholders • Ratification of International Instruments • Political will and support • Integration of MIS • ICT advancement • Devolution of delegated functions
T THREAT	• Increasing cases of GBV, VAC, and TIP • Geo-political factors and threats • High rural to urban migration • High unemployment rate • Climate change • Cyber threats • Harmful practices, social vices and barriers • High staff turnover

4. STRATEGIC ISSUES

The Strategic Plan is shaped by the priorities and concerns of key stakeholders. Accordingly, MGE CW has identified critical strategic issues that provide insight into the key challenges. These strategic issues have been identified through an in-depth environmental scan, providing insights into the critical areas the Ministry must address during the implementation period. These challenges include:

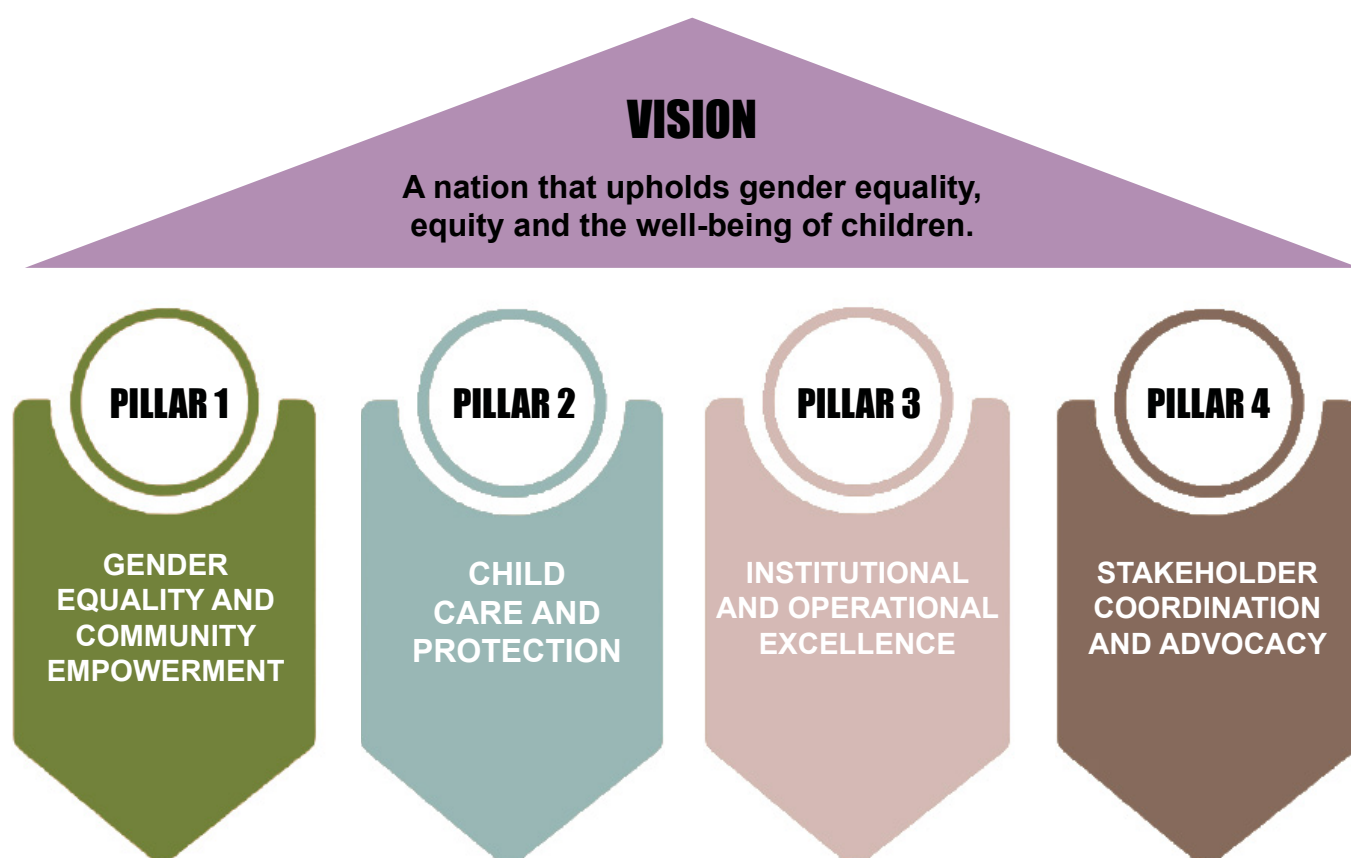
- Inadequate infrastructure and limited resources
- Inadequate and fragmented coordination mechanisms
- Inadequate disaggregated data for evidence-based planning
- Harmful practices, social vices and barriers
- Fragmented social services
- High rate of violence against women and children.
- Shortage of specialised personnel
- High poverty rate
- High unemployment rate
- Devolution of delegated functions
- Weak monitoring and review of policies and programmes



5. STRATEGIC PILLARS AND OBJECTIVES

5.1 PILLARS

The Strategic Pillars serve as the foundation for MGECW's Strategic Objectives and Key Performance Indicators (KPIs). They define the Ministry's priorities and guide its activities throughout the 2025–2030 Strategic Period.



5.2 STRATEGIC OBJECTIVES AND DEFINITIONS

The Strategic Objectives (SOs) define the key goals and desired outcomes that MGECEW aims to achieve during the strategic period. They highlight priority areas of focus, ensuring a responsive approach to evolving challenges while aligning with our mandate, vision, and mission.

The SOs are as follows:

SO1: Achieve gender equality, equity and empowerment of women, men, girls and boys.

SO2: Improve Care and protection for children's well-being.

SO3: Enhance an enabling environment for high-performance culture.

SO4: Ensure effective legislative frameworks and compliance.

SO5: Ensure Stakeholder Communication and Coordination.

SO1: Achieve gender equality, equity, and empowerment of women, men, girls, and boys.

This strategic objective focuses on fostering a society where all individuals, regardless of gender, have equal rights, opportunities, and access to resources in all spheres of life. It aims to eliminate gender disparities by promoting policies and programmes that empower women, men, girls, and boys to fully participate in economic, social, and political life.

SO2: Improve Care and protection for children's well-being.

It aims to enhance the care and protection of children by strengthening child protection systems, improving service delivery, and ensuring the effective implementation of legal and policy frameworks. Building on Namibia's commitments under the United Nations Convention on the Rights of the Child (UNCRC) and the African Charter on the Rights and Welfare of the Child (ACRWC), the focus is on creating a safe and nurturing environment where children's rights are upheld and their well-being is prioritised.

SO3: Enhance an enabling environment for high-performance culture.

This strategic objective focuses on creating a supportive environment that fosters a culture of high performance across organisations and institutions. It aims to enhance leadership, accountability, and the capacity of individuals and teams, ensuring that they work towards achieving organisational goals with excellence and efficiency.

SO4: Ensure effective legislative frameworks and compliance

This strategic objective aims to ensure the development, implementation, and enforcement of sound and comprehensive policies and legislation that support sustainable development and societal well-being to effectively address emerging challenges and foster equitable growth.

SO5: Ensure Stakeholder Communication and Coordination.

This strategic objective focuses on strengthening stakeholder communication and collaboration to enhance policy and programme development, implementation, and service delivery. It aims to establish effective platforms for dialogue, improve information sharing, and ensure coordinated efforts among government agencies, civil society, the private sector, and development partners.

5.3 LINKAGE OF PILLARS TO STRATEGIC OBJECTIVES

The table below illustrates the alignment between the Strategic Objectives (SO) and their corresponding pillars, ensuring a structured approach to achieving key developmental priorities. Each strategic objective is linked to a specific pillar that provides the foundation for targeted interventions.

TABLE 3: LINKAGE OF PILLARS TO STRATEGIC OBJECTIVES

S01 ACHIEVE GENDER EQUALITY, EQUITY AND EMPOWERMENT OF WOMEN, MEN, GIRLS AND BOYS.	PILLAR 1 GENDER EQUALITY AND COMMUNITY EMPOWERMENT
PILLAR 2 CHILD CARE AND PROTECTION	S02 IMPROVE CARE AND PROTECTION FOR CHILDREN’S WELL-BEING.
S03 ENHANCE AN ENABLING ENVIRONMENT FOR HIGH-PERFORMANCE CULTURE.	PILLAR 3 INSTITUTIONAL AND OPERATIONAL EXCELLENCE
S04 ENSURE EFFECTIVE LEGISLATIVE FRAMEWORKS AND COMPLIANCE.	
PILLAR 4 STAKEHOLDER COORDINATION AND ADVOCACY	S05 ENSURE STAKEHOLDER COMMUNICATION AND COORDINATION.

6. STRATEGIC PLAN MATRIX

STRATEGIC OBJECTIVE 1

ACHIEVE GENDER EQUALITY, EQUITY AND EMPOWERMENT
OF WOMEN, MEN, GIRLS AND BOYS.

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, women and men in Namibia have equal opportunities across all domains, with the gender status index increasing from 0.81 to 0.84.	Gender Equality and Community Empowerment	SO1: Achieve Gender Equality, Equity and empowerment of women, men, girls and boys	Namibia Status Index improved	Measures gender equality across education, economic empowerment, and political participation by tracking disparities between men and women in opportunities, access, and outcomes, helping to identify gender gaps and guide policies to enhance equality	Absolute[+]	0.8	0.8	0.8	0.8	0.8	0.8	Gender Main-streaming	Gender Responsive Planning and Budgeting			DCCP
			# of Gender Based Violence (GBV) and Trafficking in Person (TIP) Interventions implemented	Measures the number of Gender Based Violence and Trafficking in Persons interventions implemented: #EndGBV Campaign; National and International Days; Capacity Building; Male engagement	Absolute	3	4	3	3	3	3	Gender Main-streaming	Gender Based Violence (GBV) campaigns and Combating of Trafficking in Person(TIPs)	31863		DGEWE
			% of OMAs implementing Gender Responsive Planning and Budgeting (GRPB)	Measures the percentage of OMAs implementing Gender Mainstreaming and Gender Responsive Planning and Budgeting	Absolute	0	10	20	30	40	50	Gender Main-streaming	Gender Responsive Planning and Budgeting	4680		DGEWE

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, women and men in Namibia have equal opportunities across all domains, with the gender status index increasing from 0.81 to 0.84.	Gender Equality and Community Empowerment	SO1: Achieve Gender Equality, Equity and empowerment of women, men, girls and boys	% of women in Politics and decision making positions	Measures the percentage of women's representation in politics and decision-making positions (National Assembly, National Council, Regional Councils and Local Authority)	Absolute[+]	44	45	45	45	45	45	Gender Main-streaming	Women in politics and decision-making	3900		DGEWE
			% of Income Generating Activities (IGAs) beneficiaries who report an increase in income	Measures the percentage of beneficiaries whose income has increased after receiving support from the programme. It tracks the success of the Income Generating Activities (IGAs) programme in improving the economic status of women and enhancing their financial independence (baseline - 2014 supported IGAs)	Incremental	38	40	45	50	60	70	Community Economic empowerment	Income Generating Activities (IGAs)	7200		DCDPE
			% of supported Income Generating Activities (IGAs) adding value to their produce	Measures the percentage progress towards proportion of supported Income Generating Activities adding value to their produce Baseline (baseline - 2014 supported Income Generating Activities	Incremental	0	1	2	3	4	5	Community Economic empowerment	Technical and Production Skills	890		DCDPE

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, women and men in Namibia have equal opportunities across all domains, with the gender status index increasing from 0.81 to 0.84.	Gender Equality and Community Empowerment	SO1: Achieve Gender Equality, Equity and empowerment of women, men, girls and boys	% increase of women owned micro enterprises formalized	Measure the percentage increase of women-owned micro enterprises formalized (27 713 out of 201 552 entities, accounting for 13%)	Incremental	13	13.2	13.4	13.6	13.8	14	Women Economic empowerment	Intellectual Property (IP) for Entrepreneur-HER	400		DCDPE
			# in women micro entrepreneurs participating in cross-border trade	Measures the number of women micro entrepreneurs facilitated to participate in cross-border trade	Absolute	0		10	20	30	40	Women Economic empowerment	Women in Trade	250		DCDPE
			# of established clusters of sustainable villages (CSV) with productive projects	Measure the number of established clusters of sustainable villages with productive projects.	Absolute[+]	0	2	2		3	3	Special Programme	Cluster of sustainable villages (CSV) model	35500		DCDPE

STRATEGIC OBJECTIVE 2

IMPROVE CARE AND PROTECTION FOR CHILDREN'S WELL-BEING.

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, women and men in Namibia have equal opportunities across all domains, with the gender status index increasing from 0.81 to 0.84.	Child Care and Protection	SO2: Improve Care and protection for children's well-being	% of reported childcare and protection cases that receive appropriate response	Measures the percentage progress of reported child protection cases (Violence against Children and exploitation, alternative care, children's status, and Psychosocial support) that receive an intervention through case management processes from enrolment up to case closure. Numerator: All cases closed, Denominator: All cases enrolled	Absolute	0	100	100	100	100	100	Child Care and Protection	Child Care and Protection services	300000		DCCP

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, women and men in Namibia have equal opportunities across all domains, with the gender status index increasing from 0.81 to 0.84.	Child Care and Protection	SO2: Improve Care and protection for children's well-being	Children's fund established	Measures the percentage progress towards the establishment of a dedicated financial resource fund aimed at supporting the welfare and protection of children in Namibia (Y3).	Absolute	0			1			Child Care and Protection	Child services	12600		DCCP
			% of children in Violence Against Children (VAC) cases reported and provided with Social Work interventions	Measures the percentage progress of children who experienced Violence Against Children, received services with a care plan, in terms of the Case Management system.	Absolute	0	80	80	80	80	80	Child care and Protection	Violence Against Children	3000		DCCP

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, women and men in Namibia have equal opportunities across all domains, with the gender status index increasing from 0.81 to 0.84.	Child Care and Protection	SO2: Improve Care and protection for children's well-being	# GBV/ VAC and TIP shelters operational	This indicator counts the number of shelters managed in terms of the case management system to provide care and support to Gender Based Violence (GBV)/ Violence Against Children (VAC) and Trafficking in Persons (TIP) victims.	Incremental	9			9	11	13	Gender Equality and Equity	Gender Based Violence	18000		DCCP& DPPR

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, women and men in Namibia have equal opportunities across all domains, with the gender status index increasing from 0.81 to 0.84.	Child Care and Protection	SO2: Improve Care and protection for children's well-being	# of people reached through education and outreach programme	Measures the number of people reached through the Right Start awareness programme.	Absolute	500000	500000	1.2	1.2	1.2	1.2	Family-based Early Childhood Development (ECD)	Right Start	9000		DCDPE
			# of people reached through education and outreach programme	Measures the number of people reached through the Right Start awareness programme.	Absolute	500000	500000	1.2	1.2	1.2	1.2	Family-based Early Childhood Development (ECD)	Right Start	9000		DCDPE

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, women and men in Namibia have equal opportunities across all domains, with the gender status index increasing from 0.81 to 0.84.	Child Care and Protection	SO2: Improve Care and protection for children's well-being	% of qualified educators	Measures the percentage of educators with relevant minimum qualifications against total number of Educators.	Incremental	19	25	40				Family-based Early Childhood Development (ECD)	Early Childhood Development (ECD) centres	2594	DCDPE	DCDPE

STRATEGIC OBJECTIVE 3

ENHANCE AN ENABLING ENVIRONMENT FOR HIGH-PERFORMANCE CULTURE.

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, Namibia has improved public service delivery, resulting in citizen satisfaction rate increasing from 54 to 70 percent.	Institutional and Operational Excellence	SO3: Enhance an enabling environment for high-performance culture	# of Management Information Systems developed	Measure the development and upgrading of Information Systems 1. Upgrade the IGAs database to a web-based system (Y1) 2. Intergration of ECD Database with EMIS (Y2) 3. Database (dashboard) & bulletin that disaggregates data on women, men, girls and boys accessing social grants and other programs (Y3) Add the GBV Database 4. Upgrade the Electronic Case Management System for Child Protection programs (Y4) 5. ECD database system enhance (Y5)	Absolute	0	1	1	1	1	1	Information Technology	Information Management System	6000		DCDPE

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, Namibia has improved public service delivery, resulting in citizen satisfaction rate increasing from 54 to 70 percent.	Institutional and Operational Excellence	SO3: Enhance an enabling environment for high-performance culture	% progress towards the operationalization of the Child Research Institute and Training	Measure the progress towards operationalising the Child Research Institute and Training (CRIT): Development of Child Research Institute and Training strategic plan (Y1) Establishment of ethical clearance committee on children (Y1) Enrollment of social workers in master's program (Y2) Training of community-based caregivers on disability (Y3) Conduct research on children's issues (Y4-Y5)	Incremental	10	20	40	60	80	100	Child Care and Protection	M&E and Research and Training	3000		DCCP

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, Namibia has improved public service delivery, resulting in citizen satisfaction rate increasing from 54 to 70 percent.	Institutional and Operational Excellence	SO3: Enhance an enabling environment for high-performance culture	# of research and reviews conducted	Measure the number of research and reviews conducted to strengthen Ministerial programmes. 1. Study on factors driving children living and working in the street in Erongo, Khomas and Omaheke regions (Y2) 2. Study on gender barriers that women face in trade (Y3) 3. Comprehensive study on the root causes of Gender Base Violence (GBV) (Y3) 4. Develop a resource mobilisation strategy for GBV shelters, the GBV and Trafficking in Persons (TIP) national response (Y3)	Absolute	0		1	3			Socio-Economic Research	Research studies	5600		DPPR

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, Namibia has improved public service delivery, resulting in citizen satisfaction rate increasing from 54 to 70 percent.	Institutional and Operational Excellence	SO3: Enhance an enabling environment for high-performance culture	# of Monitoring and Evaluation frameworks developed	Measure the number of M&E Tools and Plans developed Ministerial M&E Framework (Y1) Monitoring and Evaluation (M&E) Plan for Child Protection Programs framework developed (Y1) Monitoring Plan of National Gender Equality and equity Policy (Y2) M& E tool for the National Gender Equality and Equity Policy (Y3)	Absolute	0	2	1	1			Monitoring and Evaluation Framework	Ministerial M&E framework	2500		DPPR
			# of evaluations and assessments conducted	Measure the number of monitoring, evaluations and assessments conducted on Ministerial Programs 1. Monitor & Evaluate the impact of the administration of social safety nets on women and children (Y2) 2. Survey on capacity building interventions Y2 & Y5 3. - Assess the impact of the Income Generating Activities (IGAs) Support Programme (Y3) 4. Assess Ministerial programmes' compliance with M&E framework (Y4)	Absolute	0		2	1	1	1	Monitoring and Evaluation Framework	Assessment of Ministerial Programmes	1540		DPPR

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, Namibia has improved public service delivery, resulting in citizen satisfaction rate increasing from 54 to 70 percent.	Institutional and Operational Excellence	SO3: Enhance an enabling environment for high-performance culture	# Ministerial facilities constructed	1. Constructions of Early Childhood Development (ECD) facilities in Otjiwarongo (Y2), ECD at Afterschool Centre (Y2), ECD at Namibian Children's Home (Y2), Various localities 4 in Y3, and 2 in Y4, and 2 in Y5 2. Construction of new GBV shelters in Otjozondjupa (Y2), Erongo (Y3), Omaheke (Y4), Oshikoto (Y5), Omusati (Y5). 3. Community Empowerment Centres constructed, Keetmanshoop CEC (Y3), Nkurenkuru CEC (Y5), 4. Construction of Regional and Constituency Office: Eehnana (Y3), Gebion (Y3) and Outjo (Y3), Windhoek(Y5), Omaruru (Y5), Rundu (Y5), Katima Mullilo-Urban (Y5), Oshikuku(Y5), Opuwo (Y5) 5. Construction of GBV Unit: Rundu (Y4)	Absolute	0		4	8	4	11	Infrastructure Development	Capital Projects		263716	DPPR

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, Namibia has improved public service delivery, resulting in citizen satisfaction rate increasing from 54 to 70 percent.	Institutional and Operational Excellence	SO3: Enhance an enabling environment for high-performance culture	# Ministerial facilities maintained	Measure the number of Ministerial facilities upgraded, renovated, and maintained 1. Early Childhood Development (ECD) - 48 Playgrounds at 48 ECDs (Y1) 2. Community Empowerment Centers, Ongwediva (Y1), Aminius (Y2), Tsumkwe (Y2), Rundu (Y3) 3. Rehabilitation centre (Farm Kaukurus No 79 Unit-B) (Y1-Y5) 4. Namibian Children's Home (Y1-Y5) 5. After School Centre (Y1-Y5) 6. GBV shelters - Rundu (Y1), Khorixas (Y1), Outapi (Y1), Keetmanshoop (Y2), Hardap (Y2) and Khomas (Y2), Nkurenkuru (Y3), Mariental (Y3) 7. Regional and Constituency Offices- Mbururu (Y1), Gobabis(Y2), Khorixas (Y2),Kamanjab (Y4), Otjinene (Y3), Ongwediva (Y2) 8. Renovation of the Ministerial Headquarters (Y4)	Absolute	0	56	11	6	5	3	Infrastructure Development	Capital Projects		113021	DPPR

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, Namibia has improved public service delivery, resulting in citizen satisfaction rate increasing from 54 to 70 percent.	Institutional and Operational Excellence	SO3: Enhance an enabling environment for high-performance culture	% of Public Service Reform initiatives implemented	Measure progress with the implementation of the various public service reform initiatives: Ethics and integrity, Performance Management System (PMS), Customer Service Charter (CSC), Electronic Document and Records Management System (EDRMS), Decentralisation.	Absolute[+]	0	100	100	100	100	100	Public Service Reform	Public Service Delivery	50		DAGS
			% of Customer Service Charters Compliance implemented	Measure the percentage of the Customer Service Charter Implementation.	Absolute[+]	50	100	100	100	100	100	Customer Service Charter	Customer Service Charter implementation	10		DAGS

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, Namibia has improved public service delivery, resulting in citizen satisfaction rate increasing from 54 to 70 percent.	Institutional and Operational Excellence	SO3: Enhance an enabling environment for high-performance culture	% of capacity building interventions implemented	Measure the percentage of capacity building interventions implemented (qualifying and non-qualifying).	Absolute[+]	0	100	100	100	100	100	Human Resources Development	Training and Development	1648		DAGS
			% of human resource management best practices implemented	Process of restructuring the establishment of the Ministry, implementing the recruitment plans, affirmative action and wage bill management, as well as employee wellness.	Absolute[+]	0	100	100	100	100	100	Financial Management	Financial Management	1234311		DAGS

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, Namibia has improved public service delivery, resulting in citizen satisfaction rate increasing from 54 to 70 percent.	Institutional and Operational Excellence	SO3: Enhance an enabling environment for high-performance culture	% of Information Technology initiatives implemented	Measure the process of managing IT infrastructure and services.	Absolute[+]	0	100	100	100	100	100	Information Technology Management	Information Technology Management	21673		DAGS
			% of budget executed	Measure the percentage of budget management and enhancing financial prudence.	Absolute[+]	0	100	100	100	100	100	Financial Management	Ministerial Budget Management			DAGS

STRATEGIC OBJECTIVE 4

ENSURE EFFECTIVE LEGISLATIVE FRAMEWORKS AND COMPLIANCE.

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, Namibia has improved public service delivery, resulting in citizen satisfaction rate increasing from 54 to 70 percent.	Institutional and Operational Excellence	SO4:Ensure effective legislative frameworks and compliance	# of Legal Frameworks and Policies developed/ amended	This indicator measures the number of laws, legal frameworks, and protocols developed, amended or reviewed. 1. Review of the Orphans and Vulnerable Children Policy (Y1) 2. Develop the Child Protection policy-(Y1) 3. Establish Enterprise Risk Management (ERM) Policy and framework (Y1) 4. Amendments of the Child Care Protection Act (Y2) 5. Ministerial IT Policy (Authoritative, Security, User Acceptance Policy, Disaster Recovery Policy & IT Asset Management Policy (Y2) 6. Develop Protective Security Policy (Y2) 7. Disaster Risk Management Plan (Y2) 8. Ratification of Hague Conventions (Y3) 9. Bilateral and Multilateral relations (Protocols, Agreements and MoUs) in the area of Gender, Child Welfare and Community Empowerment 2 (Y2), (Y4)2 and (Y5)2 10. African Union Convention on Ending Violence Against Women and Girls (Y5) 11. Enactment of the Gender Equality and Equity Act (Y5) 12. Mid-term review of the third National Gender Equality and Equity Policy (Y5)	Absolute	0	3	6	1	2	5	Policy and Legal framework	Coordination of Policy and legal framework	3500		DPPR

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, Namibia has improved public service delivery, resulting in citizen satisfaction rate increasing from 54 to 70 percent.	Institutional and Operational Excellence	SO4:Ensure effective legislative frameworks and compliance	# of Ministerial Strategies, Plans, Programmes & Guidelines Developed and or Reviewed	Measures the number of Ministerial Policies, Plans and Strategies developed, reviewed or amended 1. Review and Development of the 2nd Namibia Women, Peace and Security Plan of Action (Y1) 2. Review and Development of GBV Plan of Action - (Y1) 3. Develop the national agenda for children 2025-2030 (Y1) 3. Finalization of IGA operating Guidelines (Y1) 4. Review ECD Unit Standard (Y1) 5. Review of RCCF minimum standards (Y2), 6. Review of Foster care standards (Y2), 7. Development of ending child marriage strategy-(Y2) 8. Establish Enterprise Risk Management (ERM) Framework (Y2) 9. Review of the Gender Responsive Budget Guidelines (Y2) 10. Develop a recruitment strategy for prospective foster-adoptive parents (Y3) 11. Development of the Family-Based ECD Framework for children 0 - 2 years old (Y3), 12. Finalisation and implementation of a VAC Campaign strategy (Y3) 13. Mid-term review of the national agenda for Children (Y3) 14. Mid-Term Review of the NGEEP Implementation Plan (Y5)	Absolute	0	5	5	4		1	Gender Main-streaming and Child Welfare	Legislative, policy and guidelines	800		DPPR, DCDPE & DGEWE

STRATEGIC OBJECTIVE 5

ENSURE STAKEHOLDERS COMMUNICATION AND COORDINATION.

Desired Outcome	Strategic Themes/ Pillar	Strategic Objectives	KPI	KPI Definition	KPI Type	Base line	Targets					Programme	Project	Operational Budget ('000)	Development Budget ('000)	Responsible Unit
							Y1	Y2	Y3	Y4	Y5					
By 2030, Namibia has improved public service delivery, resulting in citizen satisfaction rate increasing from 54 to 70 percent.	Stakeholder Coordination and Advocacy	SO5: Ensure Stakeholder Communication and Coordination	% of functional multisectoral coordination structures	Measures the percentage of functional coordinating structures: High-level Gender Advisory Committee, National Gender Permanent Task Force, National Implementation Clusters, Regional Gender Permanent Task Force, Constituency Gender Permanent Task Force) PTF on children, National Advisory Council, Online child protection task force, RCCPF and CCCPF) Development Budget Planning sessions, African Continental Free Trade Area sub-national committee on protocol on women and youth in trade.	Absolute[+]	66	100	100	100	100	100	Multi-Sectoral Coordination and Communication	Stakeholder Communication & Coordination	500		DPPR, DCDPE & DGEWE
			% of effective communication enhanced	Dissemination of Ministerial Information Education and Communication (IEC) materials amongst internal and external stakeholders.	Absolute[+]	80	100	100	100	100	100	Multi-Sectoral Coordination and Communication	Stakeholder Communication & Coordination	200		DAGS and DPPR

Total Budget ('000): 1,960,209 376,737

7. RISK ASSESSMENT



Unfavourable Economic Climate

High unemployment, inflation, and an increase in social problems will negatively influence the services that the Ministry provides.



Stakeholder Cooperation

As the implementation of the Strategy is highly stakeholder-driven, the risk of non-cooperation remains a pertinent risk. Any stakeholder lethargy could hamper implementation efforts.



Natural Disaster and Pandemic Outbreak

Climate change causes drought and flash floods, which may impact the livelihoods of Namibians.



Geopolitics

Geopolitical factors, both regionally and internationally, have the potential to disrupt the successful implementation of this Strategy. Political tensions, trade restrictions, or military conflicts involving key stakeholders could create an environment that hampers the effective implementation of this plan.



Cyber Attacks

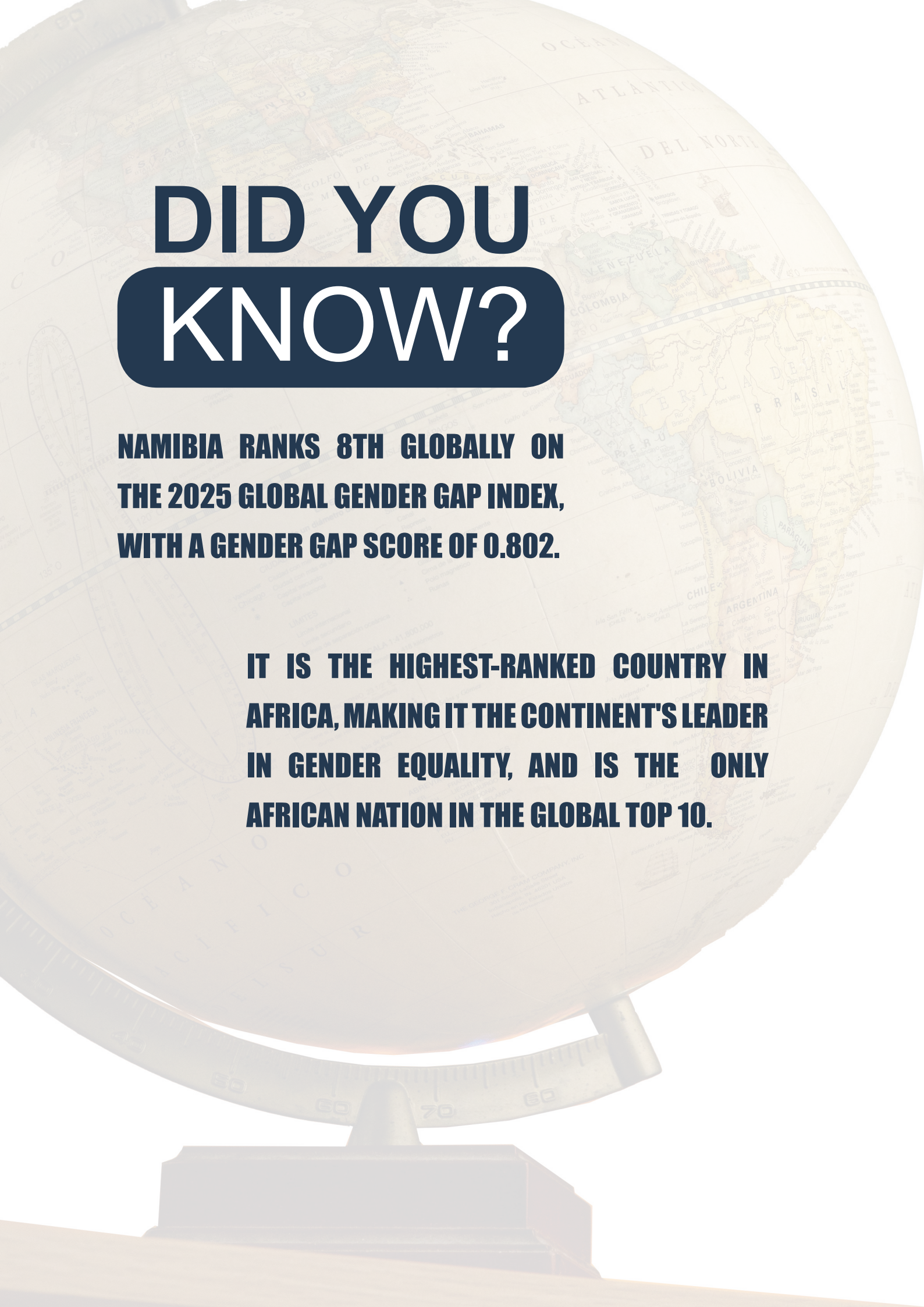
The increasing reliance on digital infrastructure and technology makes the ministry vulnerable to cyber threats, which pose a significant risk to the successful implementation of this Strategy.

8. CRITICAL SUCCESS FACTORS

Critical Success Factors (CSFs) are the key areas or activities that are crucial for the successful execution of a strategy. These factors act as benchmarks or indicators of success, highlighting the essential elements that MGECSW must effectively manage and achieve in order to realise the desired outcomes.

TABLE 4: THE MGECSW HAS IDENTIFIED THE FOLLOWING CSFS:

ITEM NO.	CRITICAL SUCCESS FACTOR	DESCRIPTION
1	Policy Harmonization	It is critical to have policies and legislation in place that are harmonized, strengthened and aligned to enable the Ministry to effectively execute its mandate
2	Stakeholder Corporation	Collaboration with stakeholders is vital. The success of MGECSW in creating a high-performing public service for Namibia will depend on its ability to effectively coordinate with other ministries.
3	Budget allocation	The success of implementation largely depends on sufficient allocation of funds towards prioritised activities, projects/and programmes.
4	Resources and Skills	Resources in terms of ICT infrastructure, equipment, instruments and human capital core skills are critical for the successful implementation of this Strategic Plan in order to execute the mandate.



DID YOU KNOW?

**NAMIBIA RANKS 8TH GLOBALLY ON
THE 2025 GLOBAL GENDER GAP INDEX,
WITH A GENDER GAP SCORE OF 0.802.**

**IT IS THE HIGHEST-RANKED COUNTRY IN
AFRICA, MAKING IT THE CONTINENT'S LEADER
IN GENDER EQUALITY, AND IS THE ONLY
AFRICAN NATION IN THE GLOBAL TOP 10.**

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