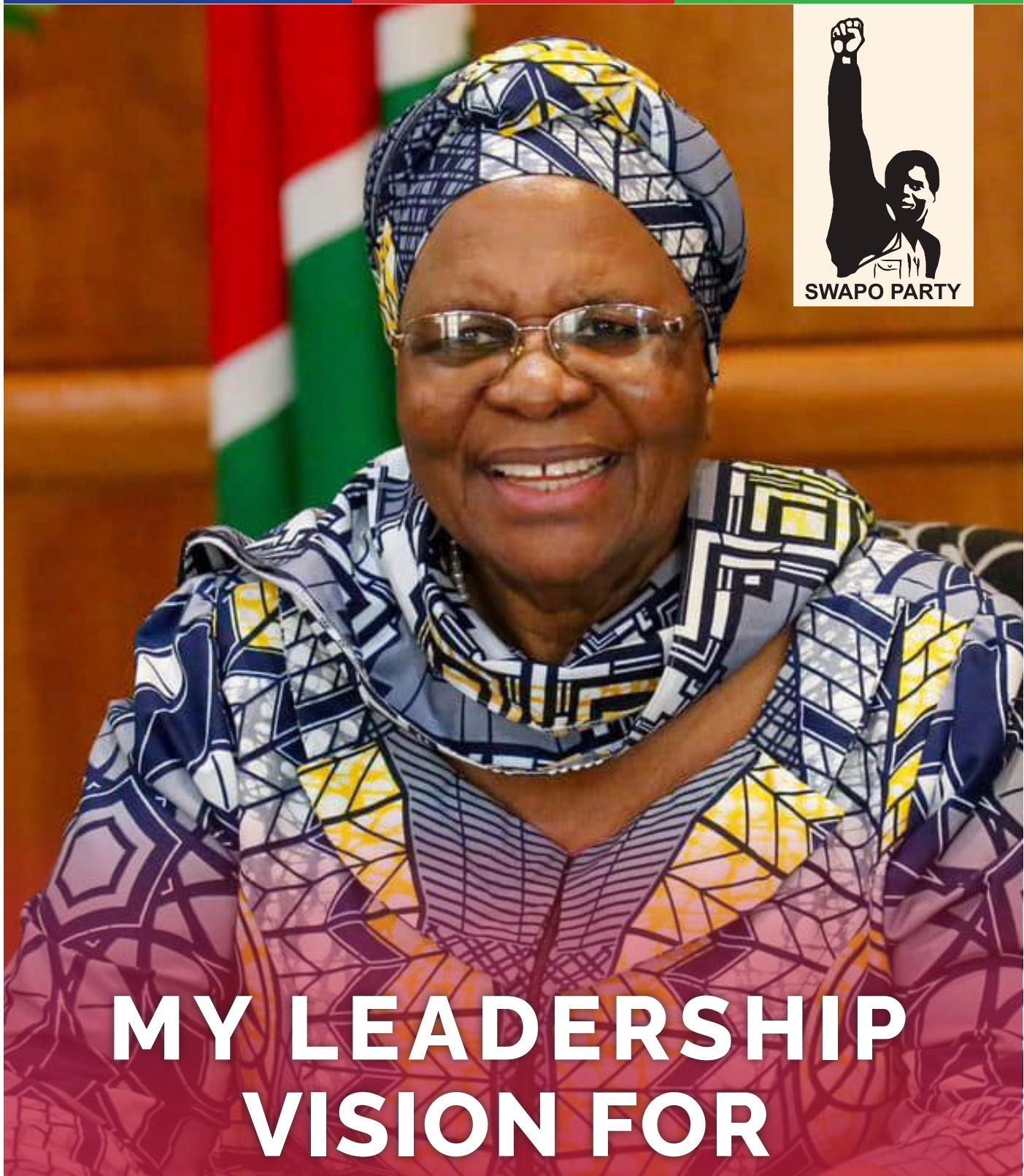


SOLIDARITY

FREEDOM

JUSTICE



MY LEADERSHIP VISION FOR

NAMIBIA

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NANDI-NDAITWAH



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PIAMI

*Pragmatism, Integrity,
Accountability, Meritocracy
and Inclusivity.*



Introduction

As a country, we are living in both interesting and challenging times. Whether we live through interesting or challenging times, we derive positive spill-offs from both: the interesting times present us with ample opportunities that we as a Nation can leverage to further propel us into an enviable wealth orbit, whereas the challenging times may come with enormous difficulties that demand unwavering commitment. They enable us to successfully forestall and unfavourable consequences and redouble our efforts to find long-term and sustainable solutions in all aspects of our people's lives.

The Namibian people are a resilient people and the blood that runs through our veins is irrefutably that of courage, tenacity and cohesion. Therefore, I have every reason to believe that we as the inhabitants of the Land of the Brave, can navigate excitedly through the interesting times, and successfully through the drying times. This conviction underpins my belief that the future of this great Nation is in safe hands.

It is within the above context that I pitch my leadership philosophy as a Presidential aspirant. My privileged experience of serving in various leadership roles in the past have certainly tried, tested and refined me for serving the Namibian Nation even beyond the call of duty.

My leadership philosophy for Namibia is simple, but it is effective and relevant to our context as a Nation. It is a philosophy rooted in and underpinned by five (5) principles abbreviated as **PIAMI: Pragmatism, Integrity, Accountability, Meritocracy and Inclusivity.**

I am resolute in my conviction and commitment to build upon the work already done – a remarkable legacy worth preserving and scaling to greater heights. The PIAMI principles, that I will seek to tirelessly promote will serve as my benchmark to achieve that. Following is a detailed explanation of each of the anchors and how they relate and fit into our Namibian context.

Anchor # 1

PRAGMATIC LEADERSHIP

Pragmatism involves approaches and solutions that yield the best results through the application to challenges. I believe that pragmatic leadership is a passionate and caring leadership that is action - oriented. It demands action and a leadership committed to finding workable and lasting solutions, irrespective of the nature of challenges. It demands a leadership that will nurture and grow the symbolic landscape evolving out of that context, and I embody that kind of leadership.

A passionate and caring
leadership that is
action-oriented.

My approach to dealing with the issues at hand will be to apply practical considerations to guide decisions. In other words, my leadership will be based on actions centred on what is workable in the best interests of our country. In this context, I pledge to place a very high premium on devising practical ways of assessing situations and finding relevant and implementable solutions to the identified challenges.

I am well aware of the pressing issues requiring urgent attention. These include youth unemployment, improvements of our health facilities, strengthening our education system, the scourge of gender-based violence, the alleviation of poverty, and leveraging on our natural resources, among others. I am convinced that by deploying the right people with the right value proposition and mobilising sufficient resources, we can make a significant impact towards addressing these challenges. We will rise above mere rhetoric to find and implement practical solutions to pressing challenges. My approach to dealing with these challenges will, therefore, be based on practical considerations to guide decisions on solutions that are workable and in the best interests of our country. The time to rise above mere talk and find practical solutions to our challenges is now and now is the time.

Pragmatic leadership must also be evident from a nation's body of legal instruments. It cannot be right that we continue to have outdated laws that clearly impede the progress of the collective and stand in the way for Namibian-centric advancements. It is, thus, prudent that we review, amend and/or repeal these laws and in that way change the livelihoods of our people for the better.

Our economic challenges can be alleviated through the beneficiation of our natural resources and we will make targeted efforts to accelerate that process. Interventions targeting specific economic drivers will be spearheaded to improve our people's livelihoods and economic well-being. I strongly believe that if optimally exploited and maximised, the following sectors can yield positive results for Namibia.

AGRICULTURE

Namibia has the potential of being self-reliant and self-sustainable, with reliable access to food security. Whilst agriculture remains one of the key sectors that can alleviate the plight of our people, its full potential is yet to be exploited. In this respect, intentional and targeted interventions shall be developed and implemented to address the challenges facing this sector.

A significant segment of our population continues to live below the breadline,

thus subsequently compromising their well-being. In this regard, intentional and targeted interventions need to be developed and speedily implemented to halt the current situation of hunger that is affecting so many of our people.

I am convinced that with effective and efficient agricultural programmes, combined with updated technology and accountable management of these initiatives, we can respond positively to our current needs.

We will thus be able to make Namibia a country that is self-reliant, food secure and self-sustainable. Therefore, there will be a need to review our current programmes, and if need be, to revise and revamp them so that they can be responsive to our current needs and reality as a country. The current operational Green Schemes must also be upscaled in scope, production and management. Other initiatives such as the Livestock Levy and the National Horticulture Development Initiative will also be looked at in order to enhance their effectiveness in ensuring food security in Namibia. This will call for greater investment and stronger leadership in the agricultural sector. Therefore, both the private and public sectors need to better coordinate and pool resources to maximise production within the various areas of food security. Furthermore, policies must be reviewed to ensure that they prioritise our needs and aspirations for sustainability.

MINING

The mining industry is another sector that I believe if fully exploited can place us on a trajectory of sustained wealth and prosperity for all. However, this will demand that we develop policies that are designed to bolster our economic advantage through well-crafted beneficiation of our natural resources. Whilst our economy is primarily built on the mining sector, the benefits from this sector have not adequately translated into improved living standards for our people. As such, we must summon all courage to develop legal instruments that will place us at a vantage point as a people.

We deserve more from our natural resources as a country, and we must be strategic in our engagement with our stakeholders so that we can at all times arrive at a win-win situation. In this context, as a responsible government, we will continue to both coordinate and regulate the responsible exploitation as well as sustainable utilisation of our rich endowment of natural resources for the ultimate benefit of our people. As in the case of the Agricultural Sector, we must and will review all the relevant Acts that pertain to the mining sector with the sole purpose of ensuring that they all place the Namibian people at the centre of economic advancement, as well as better living standards at the household level.

FISHING

Whether in tandem with agriculture and mining or on its own, the fishing sector can contribute meaningfully to the lives of all our people. Fishing, like the other sectors as indicated earlier, equally presents a valuable opportunity to contribute meaningfully to the lives of all our people. Despite notable achievements and successes within the fishing sector such as the development of relevant regulatory policies and monitoring instruments, the fishing sector delivers below the expectations of the Namibian people as far as beneficiation is concerned.

A review of current policies is, therefore, critical to ensure that this national resource contributes significantly more, not only to the broader local economy, but particularly to the social upliftment of the Namibian people. Our policies must be responsive to our national context, and as such, they must be revised to inspire dynamism and promote greater participation by our people in the sector to increase local ownership.

TOURISM

I was privileged to be the Minister of Environment and Tourism of Namibia at one point. I can, therefore, boldly attest that the tourism sector can undoubtedly be one of the keys to unlocking our economic potential. We have in recent

times seen an upshot of tourists from around the world and all walks of life choosing Namibia as their preferred tourist destination. This is a clear indication that Namibia has distinguished herself on the global scale as a tourist destination with the capacity to attract great numbers of visitors.

It is, therefore, imperative that we capitalise on this comparative advantage because Namibia has a lot to offer to tourists. It is crucial that we continue to create a safe and stable environment that will instill confidence in visitors to keep on visiting Namibia. We also need to revise our policies to promote greater participation by local people in the tourism sector. Our task as a government is to keep on crafting, revising and implementing policies that are intentionally designed to improve the living standards of our people.

Finally, I am of the view that pragmatic leadership can only deliver when all gatekeepers across the entire Namibian spectrum fully understand and commit to the process of translating relevant policies into tangible and implementable strategies. In this respect, under my guidance, emphasis will be placed on the effective and efficient implementation of programmes across the various sectors. Such programmes shall have clear targets, clear time frames and be realistic and achievable, and shall be streamlined to promote the effective utilisation of resources, avoid the duplication of efforts

and to properly align skills to maximise performance and impact. My pragmatic leadership will also involve incentivising the workforce to bolster productivity and service delivery to the Namibian people.

EFFECTIVE SERVICE DELIVERY

I hold the strong view that pragmatic leadership must provide incentives and motivation for enhanced service delivery. While we need policy reforms in various areas, it is important to underscore that policy frameworks do not implement themselves. As a country, we need a workforce that has its fingers on the pulse of effective service delivery.

I am convinced that quality service delivery in our institutions is hampered by several factors that I believe that are key. Among these factors is often our personal and collective attitude towards service delivery. It is a sad reality that for many people and institutions, rendering service to the Namibian people has become a burden. We must not forget that we are all civil servants, which implies that our primary function as civil servants is to serve our people not only in the most effective and efficient way, but also with the right attitude.

Effective service delivery also means having the right values that promote and reflect personal qualities such as honesty, transparency, commitment, loyalty,

dedication, passion and productivity. I believe that the absence of these qualities is often what gives impetus to dishonourable acts and behaviours such as corruption and nepotism in our society. The acts of manipulating systems for personal benefit at the expense of the Namibian people at large dangerously undermine efforts to increase effective service delivery. Our legal framework does address these kinds of acts.

Against this background, I implore every citizen to honour the noble values that inspire quality service delivery in Namibia. We must bear in mind that economic development and social advancement are only possible through effective service delivery at every level of our society. We must, therefore, abhor all vices that seek to resist efforts at improved service delivery.

SPORTS, CULTURAL AND CREATIVE INDUSTRIES

As a Nation, we pride ourselves in both our individual and collective rich diversity, particularly in relation to our unique aspirations, gifts, talents, personal abilities and innate qualities. In this context, there is a need to upscale our efforts in creating opportunities that will unlock and maximise the potential of those who desire to pursue careers in these areas.

This is particularly important since we

have a significant portion of the youth that continues to demonstrate exceptional talent and skills in a wide range of creative areas.

I believe that it is high time that more resources are committed to these areas so as to enable those individuals to refine their skills and ultimately earn a living through their innate abilities. We will, therefore, need to review our current policy frameworks to make them responsive to the needs and aspirations of those who desire to advance their careers in these areas.

I have no doubt that by taking these bold steps we will create opportunities for the self-employment of our young people. We must bear in mind that the government cannot employ so many people, and as such, we must find creative ways to encourage individuals to pursue employment in areas of their interests. As a government, we have to create enabling environments in which the citizenry can discover, maximize and deploy their unique gifts and talents, and thereby secure a livelihood for themselves.



Anchor # 2

INTEGRITY

Integrity is the second anchor of my leadership philosophy for Namibia. I am mindful of the fact that ethical leadership is the precursor for sustainable development and the bedrock upon which we can build strong individuals, families, communities and the Namibian nation at large. Ethical principles and values will be the epicentre of my leadership, and my personal manifesto and ethos.

We will promote a culture
of honesty, transparency
and fairness.

There is abundant evidence that demonstrates what the absence of ethical leadership can cause to institutions, societies and nations. Inspired by my steadfast desire to see our motherland growing to its full potential and her people enjoying its abundant resources, there will be zero tolerance for double standards. As a collective leadership, we will at all times be at the forefront of submitting ourselves to the basic tenets of ethical leadership.

Moreover, I further believe that integrity also implies that as leaders across various sectors we should appreciate the fact that we are servants of the people and as such, we are accountable to them. We are not a law unto ourselves. Instead, we must be the defenders and protectors of the law at all times.

In order to elevate this value of integrity to the level where it matters the most, it is crucial that we create the requisite environment that will enable the manifestation of integrity. This includes strengthening institutions, processes, and systems, and hold people accountable for ethical compromises, defects and lapses. Policy frameworks that may be defective in their design and thereby create loopholes that might have made it easier to fall into the trap of unethical conduct will also be relooked at.

My administration will promote a culture of honesty, transparency and fairness. We remain mindful of the vices that often trigger unethical behaviour within our society such

as greed, unemployment and poverty. As such, there will be a need to increase our concerted efforts to push back the onslaught of these vices, starting from the top of all our institutions.

Furthermore, I want to emphatically stress that any acts of corruption, whether implicit or explicit, will absolutely not be tolerated, and will be dealt with through all applicable laws of the country. Corruption is the cancer that eats away at the very fabric of our developmental efforts and initiatives as a nation. It is of utmost importance to understand that national development and effective service delivery are grossly compromised in an environment where corruption is permitted to thrive. Therefore, as the leadership, we will ensure that all institutions entrusted with the crucial responsibility of fighting corruption are adequately empowered to execute their functions effectively. Simply stated, under my leadership, any individual who involves themselves in acts of corruption will face the full wrath of the law, and this will be done without prejudice.

There is no doubt that through integrity we can continue to build trust and confidence in our people that we indeed have their best interests in our national development agenda. As the old adage goes, trust must be earned, not simply demanded. I am, therefore, committed to ensuring that integrity becomes the ultimate guiding principle that will define my leadership philosophy to improve the lives of every Namibian.

Anchor # 3

ACCOUNTABILITY

The value of accountability is an extension of integrity and ethical leadership, and aligning oneself with the consequences that may ensure when actions are taken without integrity and ethics. My definition of accountability is that it has to do with being answerable or liable. Intertwined with the principle of integrity we are as a collective leadership, answerable to the People of Namibia simply because we are primarily their servants. My mantra on accountability also denotes that there must be implications for poor service delivery, ethical compromises and violations of ethical standards and principles.

It is my belief that
accountability to one
another is at the heart of
nationhood.

Furthermore, there is also no doubt that through accountability, we can actually fast-track service delivery and development as a country. Once again, I believe that to really embody this value in all our institutions, whether public or private, those entrusted with the role of leadership should be at the forefront of exemplifying this critical component of accountability. To make this a reality will be my assured mandate.

In turn, top leadership that will work with me will be tasked and expected to instil a culture of accountability in their respective institutions. I sincerely and strongly believe that it is our collective duty as leaders to firstly, hold ourselves to account and secondly to hold others accountable. We must and will walk the talk and talk the walk. We must and we will earn the trust and respect of our people. We will give them the confidence that our country is indeed in safe hands.

I believe that to effectively instil a culture of accountability across all sectors in the country, we are duty-bound to develop the necessary frameworks

and instruments against which we can measure accountability or the lack thereof. In cases where relevant frameworks and instruments already exist, we will under my leadership, enforce them without fear or favour. I again reiterate that no person is above or beyond the law. We all must submit ourselves to the sacred constitution and the laws of our remarkable country, Namibia.

My very sincere conviction is that the value of accountability goes along with the sense of patriotism. The sense of our patriotism as a people will be determined by our measure of accountability to our National laws, policies and guiding principles. I am thus convinced that accountability to one another is at the heart of our nationhood. Our collective sense of accountability will inevitably develop in us the desire to want the best for ourselves and others, and to ensure that we all enjoy the spoils of our resources. Therefore, being accountable simply means that as leaders we are merely stewards entrusted with the various resources of the country, and as such, we must be answerable when it comes to the utilisation of these resources.

Anchor # 4

MERITOCRACY

Whilst I am fully cognisant of the legacy of historical dynamics and imbalances that operated to the advantage of some citizens, and tragically disadvantaged the majority, we cannot shy away from the reality that the 21st-century society demands an enlightened workforce that is selected on merit as opposed to other considerations. Namibia, being part of the global community, must be prepared to compete at that level. As such, there will be a need to ensure that positions, whether in the public or private sector, are occupied by individuals who possess the requisite skills to meaningfully contribute towards the realisation of our national ambition.

Through meritocracy we will be able to fast-track development, and subsequently serve the needs of our people.

As a country that aspires for greatness in all our collective endeavours, we must employ individuals where greater return is guaranteed as they ably deploy their capabilities. I believe that through the application of meritocracy, we will be able to fast-track development and, in that way, serve the needs of our people.

Meritocracy under my leadership also implies converting our institutions into centres of excellence where skills and talent are celebrated and promoted. This will also involve creating a culture of skills transfers through mentorship, coaching, and other skills development initiatives.

In addition, we need to devise strategic ways where individuals with great knowledge and skills are afforded the opportunity to transfer such institutional memories to emerging leaders. By extension, this implies giving opportunities to the younger generation to play a pivotal role. In this context, I believe that

robust succession programmes must be developed to ensure a smooth transition from one generation to the next. I do not believe in reinventing the wheel every time another person gets into an already existing position. Even though contexts and situations may vary from generation to generation, we should design plans that will enable us to continue where others have left off. In other words, we need programmes that transcend generations and are forever responsive to our present and future needs and realities.

Ultimately, meritocracy goes beyond filling positions with skilled people. It is also about creating an education system that inspires a culture of work ethics and excellence so that our learners can, from a tender age, already appreciate the value of providing quality services. As a nation we will, therefore, continue to invest heavily in education to ensure that the future of the Namibian child is in safe hands.

Anchor # 5

INCLUSIVITY

Inspired by the words of our late former president, Dr Hage Geingob, *“No one should feel left out”*, I hold this fact to be self-evident, that as citizens of this great country, we are all equal members of the same Namibian family. I believe that the time has come to give full meaning and expression to the slogan, *“One Namibia, One Nation.”* I equally believe with certainty that as a people we can rise above sloganeering and clichés, and genuinely embrace one another in the true spirit of brotherhood, irrespective of our religious convictions, political persuasion, social standing, cultural orientation, educational achievement and philosophical ideology.

“We are ONE Nation irrespective of our religious convictions, political persuasion, social standing, cultural orientation, educational achievement and philosophical ideology.”

I will be the first one to acknowledge that as a nation, we are indeed a land of immense contrasts and diversity. However, this contrast and diversity should not be perceived as a weakness or an impediment, but rather be celebrated as a national strength and asset. Certainly, there is room for everyone in the land of the brave. I am more than convinced that we are smart enough not to allow our differences to stand in the way of what we have in common as a people. What unites us is more important than what divides us. We can, therefore, achieve real unity in diversity within Namibia.

I, therefore, urge that we all strongly abhor any tendencies that seek to alienate and divide us. We all deserve our rightful place in the Namibian sun – this is our country, and we belong to this beautiful and amazing land. In this context, inclusivity also denotes that we create equal opportunities for

everyone to enjoy and benefit from the abundant natural resources that our country has to offer. Intentional efforts will be made to bridge the wide gap between the haves and have-nots. As such, there will be definitive actions to review our policies and other legal instruments that may pose a threat to what we seek to achieve for our people. I believe that we must be bold enough to address the disparities created by structural imbalances in our economy. We cannot continue to be comfortable in a country where some have more than enough, whilst others have next to nothing, except their lives. This is not and can never ever be right. This situation must urgently be addressed by all role-players and my role will be to catalyse real steps towards making inclusivity a reality.

Enablers

Whilst the above-mentioned anchors point to the critical sectors needed to accelerate economic development in the country, it is indeed equally important to indicate that these anchors will need support structures for them to be realised. I simply call these support structures the enablers. The following are the enablers that I strongly believe will be able to facilitate the implementation of the anchors I mentioned above.

QUALITY EDUCATION

That quality education is key to a better future is certainly not a cliché, but a reality. As a country, we have been consistent in investing significantly in the education sector. However, I strongly believe that we must create the environment to allow those who desire to venture into informal education to develop their unique skills in these areas. Furthermore, we need to look at our current education system as a whole to ensure that it is adequately aligned with our national aspirations as a country. There is no doubt that the quality of our education will inevitably determine the quality of our future as a country, and as such, we must never compromise on

this all-important aspect of both our present and future generations. I believe that a well-educated and skilled people is central to a progressive nation. Therefore, as a responsible government, we will not shy away from this critical obligation towards our people.

QUALITY HEALTHCARE

As in the case of education, quality healthcare is central to individual well-being, as well as national development. It goes without saying that healthy people make a productive nation, and all our individual and national aspirations can only be fully realised when we secure the emotional, psychological and physical well-being of our citizenry. In this context,



the government will continue to aggressively pursue workable and lasting solutions to the prevailing challenges that are affecting the implementation of an effective and efficient healthcare system in the country. As such, it will be vitally important to look at the aspects of accessibility and affordability of healthcare by our people, irrespective of their location in the country.

HOUSING

Psychologists teach us that shelter is a basic human need. Therefore, it is our moral duty as a government to directly or indirectly ensure that this basic human need of our people is met. Whether in urban, semi-urban or rural areas, every individual deserves a decent place that they can call their own. After all, that was the basis and motivation for our brutal struggle for freedom and independence. Again, we will do whatever it takes as a government to ensure that our people have access to safe

and affordable housing. I am aware that this will involve a multi-pronged stakeholder engagement and strategy. However, it remains the duty of the government to drive this initiative without fail. That our people deserve quality and affordable housing is beyond question. This is the only way we can elevate the sense of dignity and pride of our people.

ENERGY

Energy is another enabler that is designed to facilitate and accelerate our economic growth as a country. In line with our national development agenda, bolstering our energy provision is imperative. As such, there is a dire need to diversify our sources of energy to effectively respond to and address our energy demands as a growing economy. Again, the government will continue to play a critical role in spearheading energy-generating initiatives in partnership with strategic key players within the industry, both locally and internationally.

Conclusion

The bedrock for my leadership philosophy for Namibia, our country, is this basic leadership principle, *"The ultimate purpose of leadership is to serve."* I commit to be at the forefront of serving this great country and its people. I believe that it is only through serving that we can propel our country into an orbit of prosperity and wealth that will benefit every citizen.

I, therefore, implore all those entrusted with public responsibility and trust to demonstrate the highest degree of servant leadership. In other words, as public office bearers we all have a duty to lead by example. I firmly believe that the love we all have for our country is enough reason and motivation for us to go beyond the call of duty where service delivery is concerned. I have no doubt that through **Pragmatism, Integrity, Accountability, Meritocracy** and **Inclusivity** we can make our country greater and better for everyone. We are all duty-bound to faithfully serve our country in our various capacities.



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