NamPPF
Namibia Public-Private Forum

NAMIBIA PUBLIC-PRIVATE FORUM ACCOUNTABILITY REPORT

Working Group 3: Quality Health, Housing and Sanitation

23 November 2026

1. Overview of the Working Group

Working Group 3 aims to improve the quality of life of Namibians through improved access to quality healthcare, affordable housing, serviced land and adequate sanitation. The Working Group recognises these four pillars as interconnected foundations for human dignity, equity, productivity and inclusive development.

The Working Group seeks to strengthen public-private collaboration by mobilising private sector investment, financing, technology and expertise to accelerate healthcare infrastructure development, expand housing delivery, formalise informal settlements, improve land servicing and strengthen sanitation services.

Its scope includes addressing the policy, regulatory, institutional, financing and operational barriers that constrain private sector participation and efficient service delivery. It also seeks to ensure that investments in these sectors translate into measurable employment, enterprise development and improved living standards.

The Working Group's focus is aligned with national development priorities under the SWAPO Manifesto Implementation Plan (SMIP) 2025-2030, the Sixth National Development Plan (NDP6) and Vision 2030, particularly inclusive development, improved service delivery and sustainable livelihoods.

2. Ideal Situation of the Sector

An inclusive and efficient service delivery environment in which all Namibians have access to quality healthcare, affordable housing, serviced land and adequate sanitation, supported by effective public-private partnerships, sustainable financing, modern infrastructure and streamlined regulatory processes.

3. Summary of Challenges and Root Causes

3.1 Challenge 1: Quality Health: Institutional Coordination, Digitalisation and Regulatory Bottlenecks.

Healthcare delivery and infrastructure development are constrained by weak coordination, slow digital transformation, lengthy administrative processes and limited access to specialised skills.

<u>Root causes and contributing factors:</u>

- Lack of effective coordination frameworks between the Ministry of Health and Social Services (MoHSS) and relevant stakeholders.
- Slow implementation of the National eHealth Strategy.
- Fragmented digital health systems across public and private facilities.
- Absence of interoperability standards and effective data-sharing mechanisms.
- Lengthy procurement and licensing processes that delay implementation.
- Restrictive work permit requirements for foreign healthcare specialists.
- Limited collaboration frameworks with the private sector, and underutilisation of local expertise.

Implications:

These constraints delay healthcare modernisation, limit access to specialist services, reduce operational efficiency and constrain private investment in healthcare infrastructure and technology.

3.2 Challenge 2: Housing, Land and Sanitation: High Development Costs and Limited Affordability Challenge

The delivery of affordable housing, serviced land and sanitation infrastructure is constrained by high development costs, limited incentives, financing barriers and inefficient land administration processes.

Root causes and contributing factors:

- High costs of land and bulk infrastructure, affecting the financial viability of affordable housing projects.
- Absence of sufficient targeted fiscal incentives, including tax breaks, interest subsidies and concessions, to attract private developers into low-income housing markets.
- Unbalanced competition between municipalities and private developers, particularly where municipal land servicing benefits from subsidised rates.
- Leasehold land in informal settlements that cannot readily be used as collateral, limiting access to finance.
- Lengthy rezoning, land servicing and development approval processes.

- Fragmented land information systems, reducing transparency and efficiency in land allocation.
- Inadequate coordination among ministries and municipalities, resulting in duplication and delays.
- Scarcity of serviced land and outdated planning regulations, including the minimum erf size requirements identified in the strategy paper.
- Overregulation by banks and insurers regarding alternative building methods, restricting financing for potentially more cost-effective construction approaches.
- Lack of transparency in investment visa processes for attracting foreign investment into large real estate developments.

Implications:

These barriers increase housing costs, slow the delivery of serviced plots and homes, limit access to home ownership and discourage private sector participation. They also constrain the formalisation of informal settlements and the expansion of sanitation infrastructure and related services.

3.3 Challenge 3: Financing, Coordination and Delivery Capacity Challenge

The effective implementation of healthcare, housing, land and sanitation interventions is constrained by fragmented coordination, financing limitations and weaknesses in project execution.

Root causes and contributing factors:

- Insufficient coordination between public institutions and private sector stakeholders in planning and implementing priority interventions.
- Financing constraints affecting large-scale housing, healthcare infrastructure and land-servicing projects.
- Limited use of blended financing, equity-based models and public-private partnerships to mobilise additional capital.
- Complex procurement, approval and programme management processes.
- Fragmented information systems and limited digitalisation of land administration and property ownership processes.

- Weak integration of infrastructure delivery with broader community needs, including schools, healthcare access and recreational facilities.

Implications:

These challenges slow project implementation, increase delivery costs, limit the scale of investment and reduce the ability to achieve measurable development and employment outcomes.

4. Progress on the implementation of Presidential Directives

RED — No implementation recorded	AMBER — Partially implemented	GREEN — Implemented

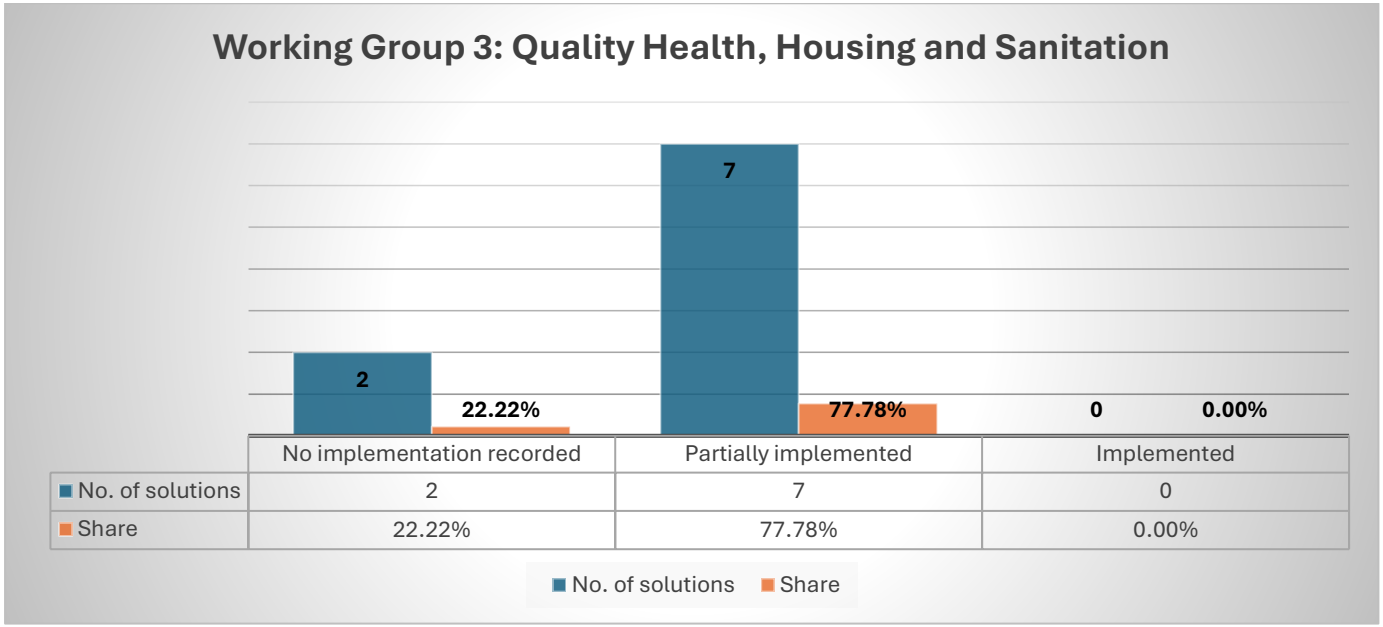
No.	Aligned Presidential Directive	Presidential Directive Progress Update	Reporting / responsible institution(s)	RAG STATUS
1	1.2.2 Leverage on existing cooperation offers from Cuba and Egypt facilitated through the Ministry of Health and Social Services, the National Planning Commission, Namibia Industrial Development Agency (NIDA) to advance local production of critical high-schedule medicines while recognising existing domestic production capacity for general pharmaceuticals.	Industrial development mandate rests with Ministry of Industries, Mines and Energy NIDA reportedly progressing review of proposed plant business plan MHSS to provide technical health requirements	MoHSS /NIDA	**No implementation recorded**
2	1.3.1Take urgent steps to rehabilitate emergency health infrastructures to address critical challenges, including maintenance backlogs, non-functional ambulance fleets, unreliable utilities, and inadequate ICU and emergency care capacity.	National infrastructure maintenance backlog assessed; priority emergency facilities identified; maintenance plan developed. During the current financial year, the following infrastructure development projects are undertaken: Construction of Rehabilitation Facilities at Katima Mulilo New Mental Health Facilities at Rundu Constructed	MoHSS	**Partially implemented**

No.	Aligned Presidential Directive	Presidential Directive Progress Update	Reporting / responsible institution(s)	RAG STATUS
		Construction of Clinics at Oranjemund, Epupa Schlip , Uuvudhiya and Muzii Central Medical Stores (CMS) constructed Upgrading of Oncology Unit at Oshakati Hospital construction of Oncology unit at WCH upgrading of Health Centre Aminius and Onyanya Windhoek District Hospital Construction Commenced and Procurement of 55 ambulances		
3	1.2.3 Expedite the finalization of the revised Procurement Bill, Data Protection Bill and the Universal Healthcare Bill to allow for digitalization and automation of procurement and supply chains.	Data Protection Bill fall under the mandate of the Ministry of Information and Communication Technology, The revision of the Procurement Bill fall under the mandate of the Ministry of Finance. UHC Bill is advanced funding mechanisms consultation underway with targeted stakeholders, Procurement of 55 ambulances	MoHSS/MICT /MoF	**Partially implemented**
4	Advance Local Pharmaceutical Manufacturing and Procurement Reform	Pharmaceutical Procurement reform	MoHSS / NIDA	**No implementation recorded**

No.	Aligned Presidential Directive	Presidential Directive Progress Update	Reporting / responsible institution(s)	RAG STATUS
		underway The Construction of CMS commenced MHSS supports the development of local pharmaceutical manufacturing but recommends that the instrument be industrialisation incentives rather than offtake agreements, led by the Ministry of Industries, Mines and Energy (MIME).		
5	1.2.2 Take immediate action to establish a dedicated Pharmaceutical Procurement Unit in the Ministry of Health and Social Services to strengthen regulatory oversight and enable direct sourcing from manufactures.	Strategic initiatives to improve CMS stock service level undertaken currently at 64% Direct procurement commenced to leverage price and delivery time Plans are underway to enter into framework agreements with manufacturers	MoHSS	**Partially implemented**
6	2.4.1 The Minister of Urban and Rural Development, Minister of Finance, the Director General of the National Planning Commission, and the Governor of the Bank of Namibia to appoint a banking and finance expert to conduct a feasibility study within a period of 6 months on restructuring and convention of the National Housing Enterprise (NHE) in a mortgage bank using blended financing (Government funds, Pension funds contribution, Provident funds, equity	Commenced consultation between the MURD and NHE Management and Board on turnaround strategy.	MURD, MoF, NPC, BoN	**Partially implemented**

No.	Aligned Presidential Directive	Presidential Directive Progress Update	Reporting / responsible institution(s)	RAG STATUS
	funding etc) in relation to establishment of a new mortgage bank.			
7	2.2.2 The Minister of Urban and Rural Development and Minister of Justice and Labour Relations are directed to implement with immediate effect legal reforms as put forward in the Presidential Taskforce Report on Land Delivery and Housing with regards to the funding formula for land development in informal settlements and low-income areas.	Validate the proposed funding model by benchmarking with other countries (Ethiopia, Kenya and Zambia) best practices.	MURD, MJLR	**Partially implemented**
8	2.3.1 The Minister of Justice and Labour Relations (Law Reforms and Development Commission) to implement identified reforms in the land and housing development value chain as put forward in the Presidential Taskforce Report on Land Delivery and Housing, with a view to harmonize laws.	Consultation among stakeholders to identify legal frameworks to be harmonised. (Surveyors, Local Authorities, Register of Deeds, METF, Regional Councils, MJLR)	MJLR	**Partially implemented**
9	2.1.1 The deadline to eradicate informal settlement is effective immediately, with a maximum period of eradication set at 15 years.	Fact-finding missions undertaken to determine the status of bulk infrastructure (water, sewer, electricity, roads), found that 48 of 59 local authorities are in dire need of sewer infrastructure upgrades. 2. Developed implementation plans for the eradication of informal settlements.	MURD	**Partially implemented**

5. IMPLEMENTATION SCORECARD FOR PRESIDENTIAL DIRECTIVES



6. Scorecard Summary for Presidential Directives

RAG status		Share	Interpretation
RED	2	22.22%	No implementation progress update recorded
AMBER	7	77.78%	Implementation activity / partial progress reported
GREEN	0	0.00%	Marked complete in the report

Total	**9**	**100%**

7. Progress on the implementation of proposed solutions

RED — No implementation recorded	AMBER — Partially implemented	GREEN — Implemented

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
1	**1. Fragmented coordination between MoHSS, training institutions, and private sector partners limits placements, investment alignment, and PPP development**	Establish a National Health Task Force inclusive of the private sector	MoHSS	The Presidential Taskforce on Health (PTFH) was appointed by H.E. Dr. Netumbo Nandi-Ndaitwah, President of the Republic of Namibia, on 01 December 2025 and submitted its report on 31 March 2026	**Implemented**
2		Launch digital health pilot sites using existing ICT capacity to demonstrate early results in efficiency and data integration, specifically for Primary Health Care	MoHSS, OPM	The Digital Health Policy was launched while the digital health pilot sites to be preceded by finalisation and enactment of the Data Protection Bill which will entail integration of the Electronic Medical Records system. The implementation of the national eHealth agenda has commenced. Network Roll out to 1 referral hospital 4 intermediate hospitals 14 regional offices 30 district hospital 43 Health facilities 32 Clinic	**Partially implemented**

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
3		Fast-track certification and dossier approvals to improve access to essential medicines and strengthen pharmaceutical resilience	MoHSS	NMRC and AMA have agreed the clear the backlog approach. AMA will source about 10 assessors, NMRC will procure SharePoint and engage a project manager, and the first focus will be products eligible for reliance and the backlog of more than 4,000 variations. Assessments have not yet started because the SLA and payment arrangements are still being finalised, Additionally, NMRC is also engaging ZAZIBONA, which already has a platform and assessors.	**Partially implemented**
4		Address immediate high level skill gaps while advancing local training programmes & the National GDP (through Medical Tourism);	MoHSS, MoEAC	MHSS is finalising the Retention Strategy as a prototype to identify capacity building needs. Staff members under management cadres are undergoing Executive Leadership Training at NIPAM. Additionally, the Ministry introduced a fellowship programme to sponsor students to pursue studies in essential scarce fields, as well as sponsorship to health professionals to pursue medical and nursing specialization in the following fields (Cardiology, Internal Medicine, Imaging & Diagnostic Radiology, General Surgery, Paediatrics Anatomical Pathology, OBS&GYN)	**Partially implemented**
5		Streamline work visa and permit processes for foreign medical specialists	MHAISS	The current process is streamlined through motivations by MoHSS and NHPC on the scarcity of skills.	**Partially implemented**

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
				To formalise this process in the law, the Migration Bill introduces permits for rare skills EP, visitor's entry permit for medical treatment, Investor Residence Permit.	
6		Establish priority investment zones and targeted incentives for local companies to build and upgrade healthcare infrastructure, particularly in underserved regions	MoHSS, MIME, MoF	The renovations, maintenance and construction of Health facilities are done by local contractors **MoF:** Financing and PPP structures are preferred over tax zones. The Health Infrastructure Investment Fund is in progress with DBN as a vehicle for unlisted investments. Guarantee exposure will be captured in the contingency liability reporting.	**Partially implemented**
7	**2.Slow digital transformation, delayed eHealth Strategy implementation, poor interoperability, weak governance, limited digital literacy, and weak collaboration frameworks hinder integration between public and private health facilities**	Improve primary healthcare accessibility through digitalisation, including connectivity throughout Namibia in the form of patient information, hospital & pharmacy management systems, telemedicine, and a centralised health database	MoHSS, OPM	The digitalisation of Health is subjected to Network roll out and interoperability of system which requires funding and legislative reform to protect patient records. Pharmaceutical records management systems are being gradually implemented	**Partially implemented**

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
8	**3.Regulatory and procurement bottlenecks hinder timely adoption of technology and innovation despite local capacity.**	Strengthen regulatory support for local medical manufacturers through fast-track certification and compliance assistance to meet national and international standards	MoHSS, NSI, MIME, NMRC	MIME, with MoF and NIDA, should lead a package of incentives to reduce local manufacturers' production costs and help them compete with international suppliers. This could include tax incentives, import duty relief on active pharmaceutical ingredients, raw materials and equipment, concessional financing, support for infrastructure and utilities, skills development, and technical and financial support for GMP and WHO prequalification upgrades. Once local manufacturers can compete on price and quality, they will win public tenders on merit, and MHSS can keep its value-for-money obligation. MHSS within its mandate will: share national demand forecasts and product priority lists so manufacturers can plan investment make sure local manufacturers can take part in public tenders fairly and transparently work with NMRC to make registration of locally manufactured products more efficient, without compromising quality standards. MHSS supports the development of local pharmaceutical manufacturing but recommends that the instrument be industrialisation incentives rather than	**Partially implemented**

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
				offtake agreements, led by the Ministry of Industries, Mines and Energy (MIME).	
9		Provide offtake agreements for local pharmaceutical manufacturers to expand production capacity and achieve economies of scale.	MoHSS, MoF	NIDA is in a process of appointing an entity to review the old business plan and also conduct a feasibility study for the Finalisation of the Legislation for a National Pharmaceutical Manufacturing Company. MHSS supports the development of local pharmaceutical manufacturing but recommends that the instrument be industrialisation incentives rather than offtake agreements, led by the Ministry of Industries, Mines and Energy (MIME). **MoF:** Procurement regulations have been amended and allow for a higher threshold, including pooled procurement and performance framework agreement.	**Partially implemented**
10		Facilitate the development of a Medical Tourism Framework. This will position Namibia as a regional hub for advanced medical care and contribute to GDP growth. This may entail streamlining visa and licensing processes for foreign specialists and super-specialists, while ensuring	MHAISS, MEFT, NIPDB	**MEFT** Issues relating to medical tourism have been addressed in the Draft National Spatial Development Master Plan, which is currently undergoing finalisation ahead of its official launch. **MHSS** MHSS is developing its Trade in Services Draft Initial Offer (Zero Draft) for the Health	**No implementation recorded**

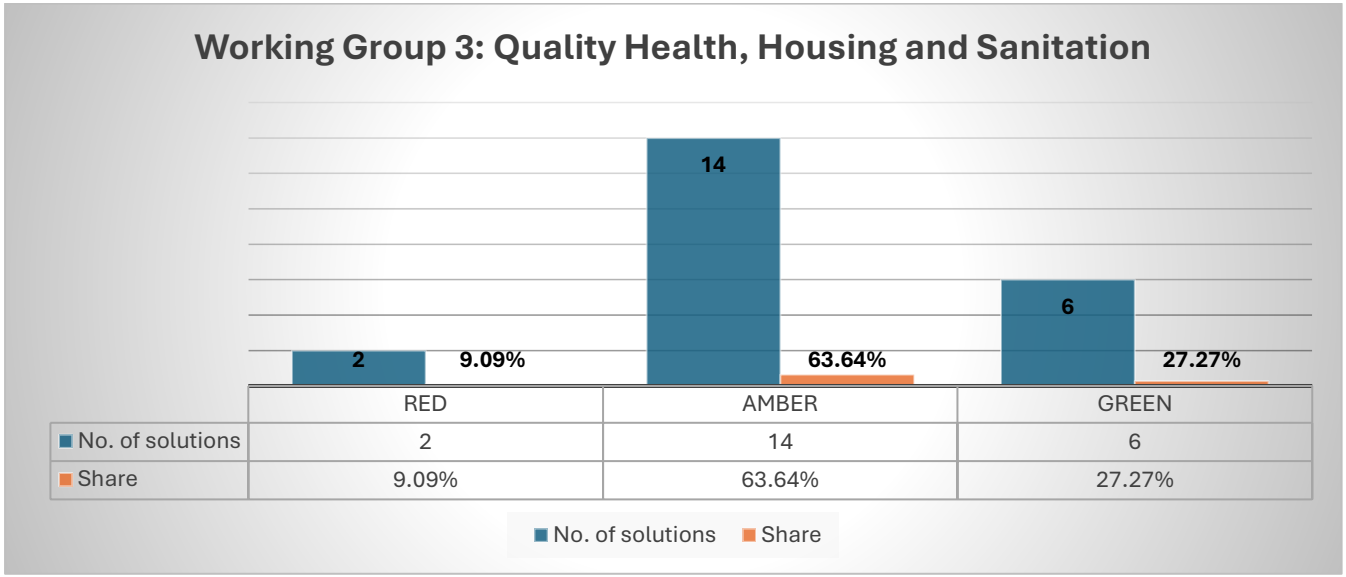
No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
		skills transfer and safeguarding local employment		Sector under the Southern African Development Community (SADC) Protocol on Trade in Services to liberalise trade service between member states which is a steppingstone of Medical Tourism. **MHAISS** The Migration Bill provides for a visitor's permit entry for medical treatment to formalise accommodate foreign patients seeking medical assistance in Namibia. The Bill also provides for the gazetting of rare skills, which will include specialized medical skills, which will attract foreign specialists.	
11	**4. High cost of land and bulk infrastructure makes affordable housing projects financially unviable"**	Digitalise property ownership systems and processes across the full land and housing value chain, from planning to title deed management incl. The establishment of a National Digital Property Database to store title deeds, automate approvals and track compliance	MAFWLR, MURD	MURD has an Urban and Regional Planning Board to regulate and coordinate spatial planning, which the registrar of deeds is represented. MURD has further developed a National Housing Information System (NHIS) to digitalise information on housing in all LA's. Now, NHIS captures housing and land stock.	**Implemented**
12		Establish a National Housing, Land and Sanitaion Task Force inclusive of the private sector	MURD, MAFWLR, MWT	MURD established a Task Force (Steering Committee for the Land, Housing Development Fund) (DBN, MURD and GIPF)	**Implemented**

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
13		Reduce minimum single residential erf size from 300m² to 150m² to enable higher-density housing developments at a lower-cost.	MURD, MAFWLR	The current legislation makes provision for it and LA's are already implementing it.	**Implemented**
14		Operationalise infrastructure funding through pension funds, DBN, and other national investment vehicles to co-finance land servicing.	MoF, MWT	**MoF**: Financing and PPP structures are preferred over tax zones. The Health Infrastructure Investment Fund is in progress with DBN as a vehicle for unlisted investments. Guarantee exposure will be captured in the contingency liability reporting.	**Partially implemented**
15	**5. Lack of targeted incentives (tax breaks, interest subsidies, or concessions) to attract large-scale private developers"**	Introduce a Residence - by - Investment Permit (Real Estate Desert Visa Programme) to attract high-net-worth individuals with fast-tracked approvals, thresholds, and social-impact conditions to stimulate construction jobs and GDP growth.	MIRT, MHAISS, NIPDB	**MHAISS** An employment permit to conduct business for investors has already been introduced. The Migration Bill provides for an Investor Residence Permit, with requirements that consider both investment and security considerations. To avoid duplication, the provision in the Migration Bill should be retained instead of creating a different permit.	**No implementation recorded**
16		Provide targeted tax incentives to developers, companies, and individuals — including removing the assessed losses limitation or extending the 5-year limitation for real estate to 20 years to align with building allowances	MoF	**MoF:** The review of building allowances is ongoing. It was noted that tax incentives of this nature have revenue implications and pose a potential risk to State revenue. The tax changes in the Income Tax Amendment Bill, 2026 make the Namibian tax regime competitive in Sub-Saharan	**Partially implemented**

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
				Africa in terms of tax rates and deduction allowances. Capital allowances (tax write-offs) for all sectors, including property investment, as announced in the 2026/27 Budget Statement, form part of the Income Tax Amendment Bill, 2026. Tax incentives proposals require a cost benefit assessment.	
17	**6. Unbalanced competition with municipalities that service land at subsidised rates, driving up private-sector costs"**	Unlock funding solutions for land servicing through Government-Private Sector partnerships, municipal mandates, national infrastructure funds and selling land within informal settlements to the private sector to build communities.	MURD, MAFWLR, Local Authorities	MURD has established Housing Development Fund at DBN, set to commence in April 2027.	**Implemented**
18	**7. Leasehold or right to occupation tenure in informal settlements limits access to finance as it cannot be used as collateral"**	Fast-track implementation of the Flexible Land Tenure Act 4 of 2012, Urban and Regional Planning Act, 5 (Act No. 5 of 2018) with a specific focus on townships establishments and title deed allocation within formal settlements or townships.	MAFWLR, MURD, Local Authorities	Flexible land tenure is being implemented. To date, two townships (Onawa in Oshakati and Freedomland in Gobabis) were established.	**Implemented**
19	**8. Scarcity of serviced land and outdated**	Unlock the formalization of informal settlements by allocating and fast-tracking affordable serviced land	MAFWLR, MURD,	In progress to formalize the informal settlements in 12 priority towns.	**Partially implemented**

No.	Challenge / problem area	Proposed solution	Reporting / responsible institution(s)	Progress update	RAG STATUS
	planning regulations (e.g. 300m² minimum erf size) limits the amount of low-cost and affordable housing options and densification thereof."	(Flexible Land Tenure Act (2012) and Urban & Regional Planning Act (2018). This will create a significant number of sustainable jobs whilst improving the quality of life of the citizens	Local Authorities		
20		Mobilise private capital by availing serviced land within formalized settlements to create integrated communities (housing, retail, education, healthcare).	MAFWLR, MURD, Local Authorities	Establishment of a Land and Housing Development Fund in progress	**Partially implemented**
21		Ministry of Finance to award infancy status to newly developed land and processing plants (Agriculture and Fisheries)	MoF	The SACU Treaty provides for the protection of infant industries. Accordingly, processing enterprises in the agricultural and fisheries sectors seeking such protection should present their requests through the Ministry of Finance (MoF) and the Ministry of Industrialisation and Trade (MIRT) for consideration under the SACU provisions.	**Partially implemented**
22		Availing startup capital at subsidized interest rates and soft loans through institutions such as the Development Bank of Namibia and Agribank with government guarantees.	MoF, DBN, Agribank	DBN and Agribank have loan instruments whose rates are lower than those of normal commercial banks. In addition, the Government has put in place a Credit Guarantee Scheme run by NASRIA.	**Partially implemented**

8. IMPLEMENTATION SCORECARD FOR NAMPPF WORKING PROPOSED SOLUTIONS



9. SCORECARD SUMMARY FOR NAMPPF WORKING PROPOSED SOLUTIONS

RAG status		Share	Interpretation
RED	2	18.18%	No implementation progress update recorded
AMBER	14	54.55%	Implementation activity / partial progress reported

GREEN	6	27.27%	Marked complete in the report
Total	**22**	**100.00%**	