



Ministry of Industrialisation,
Trade And SME Development

WHAT?

HOW?

WHY?

WHO?

WHERE?

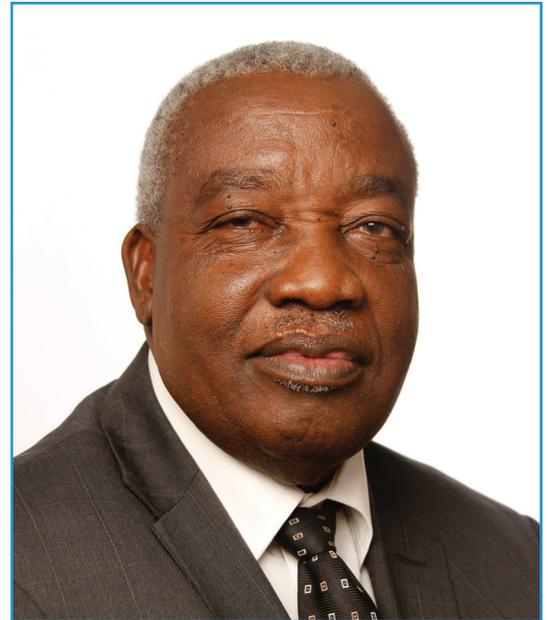
WHEN?

**COMMUNICATION
STRATEGY**

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AR	Annual Report
CS	Communication Strategy
FB	Facebook
ICTs	Information Communication Technologies
MITSMED	Ministry of Industrialisation, Trade and SME Development
SMEs	Small and Medium Enterprises
NGOs	Non-Governmental Organizations
CBOs	Community Based Organizations

IMMANUEL NGATJIZEKO, MP
 MINISTER OF INDUSTRIALISATION, TRADE AND
 SME DEVELOPMENT



This communications strategy is the blue print of how the Ministry of Industrialisation, Trade and SME Development (MITSMED) intends to effectively communicate with all internal and external stakeholders in order to meet its core ministerial objectives. It comes at a time when the leadership of the nation has declared war on poverty and greater emphasis being put on value addition to natural resources to curb the high unemployment levels and improve the living standards of its people.

Some may ask, what does the ministry want to accomplish by coming up with a communication strategy? Well, as alluded to above, the ministry is expected to lead the country towards an industrialized state by 2030. It is also responsible for the creation of external market access opportunities for Namibian products/services and the promotion of the SME's. These responsibilities dictate that there should be a well-coordinated communication strategy between the ministry and its stakeholders. The main objective of this communication strategy is therefore to create an opportunity for the ministry to indicate how it will disseminate information to stakeholders on its programmes to attain the objectives of the Growth at Home Strategy. It is important for the ministry to inform external stakeholders about the various objectives of its programmes, the tools the ministry will use to get messages across, etc. and in turn create a two way feedback mechanism.

The strategy is clearly outlined in terms of what it contains, the target audiences, its principles, the channels that will be used, how it will be rolled out and finally the evaluation and monitoring process as per the key performance indicators.

I should hasten to point out that in order for this communication strategy to deliver on its outcomes there ought to be an appreciation of its value from all concerned. It will have to be adapted as an integral part of the business processes of the ministry. The strategy should facilitate the creation, exchange and access to ministerial programmes and services by those in need and lastly it has to be delivered professionally and efficiently.

As the political head of the Ministry of Industrialisation, Trade and SME Development I would like to encourage all staff to diligently work towards implementing the activities in this Communication Strategy and honour its timelines aimed at achieving set targets. Let us work in lockstep with other ministries, offices and agencies as well as all other stakeholders to assist SMEs and local industries thereby moving Namibia towards full industrialization.

It is encouraging to note that the Communication Strategy also makes provision for formal reviews, monitoring and evaluation at predetermined intervals, and I want to implore those who are tasked with selected responsibilities to implement such assignments with the required urgency and determination.

Finally, as we pursue our mandate as a Ministry to achieve prosperity and greater equality, let us keep in mind the clarion call of His Excellency President Hage Geingob that Government has entered the crucial Phase Two of the Struggle, namely economic emancipation. Let us always remember that information is power. All are invited to use this communication strategy to access information from the ministry to empower oneself.



Signature



Mr. Gabriel P. Sinimbo
PERMANENT SECRETARY



The Communication Strategy of the Ministry of Industrialisation, Trade and Small and Medium Enterprises Development has been drafted as an important communication tool towards implementing the Vision, Mission and Strategic Objectives of the Ministry.

The Ministry is proud to present this Communication Strategy which is in pursuance of the Ministry's mandate towards the development and management of a regulatory regime on the basis of which domestic and external economic relations are conducted.

Whereas a Corporate Communication Strategy aims to sell a product or service and brand manage its image, the additional purpose of this public document is to stimulate support for the Ministry's initiative among staff, the public and private sector, SMEs, local and foreign investors, civil society, and the media. This document flows from Government's commitment towards achieving effective and efficient service delivery, and latches on to the broader objectives of NDP4 and Vision 2030 in terms of which Namibia is expected to become an industrialized and knowledge-based country by the year 2030.

The strategy introduces important high level statements of the ministry which all staff must be familiar with, being the Vision and Mission Statements.

Other features in this communication strategy are:

Overview of the Communication Strategy

- This summaries what the strategy is all about.

Communication Strategy

- This outlines what needs to be done by using various channels and tools to achieve the organization objectives.

Communication Strategy Objectives

- This indicates the reasons for coming up with this strategy

Implementation of Communication Strategy

- Indicates the milestones the ministry will do in implementing the strategy including the schedules.

Monitoring and Evaluating the Strategy

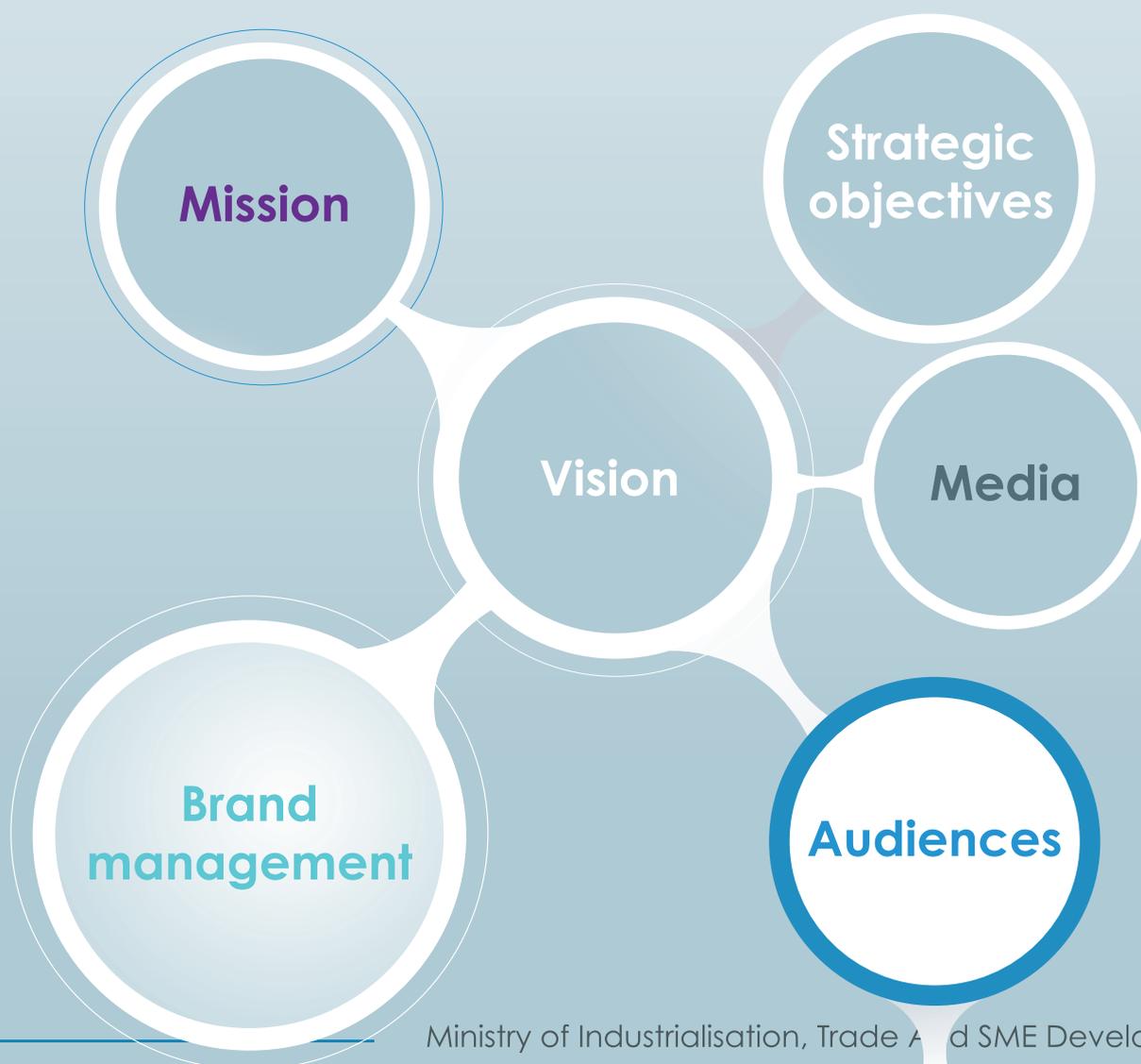
- This looks at specified periodic reviews to check whether the targets and key performance indicators are being realized and assess the impact of the strategy in our efforts to deliver services to the internal and external stakeholders.

As its name suggests, the Communication Strategy of the Ministry of Industrialization, Trade and SME Development requires the interaction of the Ministry with various stakeholders and audiences who must be consulted and kept in the loop on an ongoing basis. Materials developed are to be distributed and disseminated through various media locally, regionally and beyond Namibia's borders.

It goes without saying that there rests a heavy responsibility on the principal implementers of the Communication Strategy, namely the staff at various levels. Let us honour our timelines, practice due diligence throughout and keep our audiences involved. We should never lose sight of the Ministry's crucial role in empowering local industries, both big businesses and SMEs, to economically move Namibia forward.



Signature



1. INTRODUCTION

With the arrival on the stage of sophisticated smart phones, ipads, laptops, tablets, etc., there is no question that the manner of communication has been dramatically shaped by such explosion of online networks. On the other hand, society is demanding transparency and involvement in policy formulation matters making it imperative that clear, effective and flexible internal and external communication strategies and skills are designed and implemented by organizations.

The formulation of this 1st ministerial Communication Strategy comes at a time when the ministry has just adopted its Strategic Plan 2013-2017 the Growth at Home Strategy and the SADC Industrialization Roadmap which are the foundations on which the communication strategy is built.

2. ROLE OF THE MINISTRY

2.1. Mandate

The Ministry of Industrialisation, Trade and SME Development is responsible for the development and management of Namibia's economic regulatory regime, on the basis of which the country's domestic and external economic relations are conducted.

This Ministry is also responsible for promoting growth and development of the economy through the formulation and implementation of appropriate policies to attract investment, increase trade, develop and expand the country's industrial base be it with big businesses or SMEs.

2.2. Vision Statement

The vision is "to be a leading enabler of sustained economic growth, industrialization, employment creation and increased income equality."

2.3. Mission Statement

Similarly, its mission is "to create an enabling environment for increased domestic and foreign direct investment, trade and industrial development for the benefit of all Namibians."

3. OVERVIEW ABOUT MITS D COMMUNICATION STRATEGY

Given the diverse and dynamic nature of the role of the ministry, it is understood why many stakeholders have different perceptions about the ministry. It is therefore important to disseminate information aimed at correctly informing the public about its mandate and roles. It is also necessary that periodic information about various programmes it implements are properly disseminated to the populace so that they can use the information to fully participate one way or another in such programmes.

It ensures the commitment of all stakeholders (including investors) to the realization of the ministry's mandate, buy-in to the various economic and investment programmes, through open communication.

This strategy is a framework that aligns all aspects for internal and external communication.

4. COMMUNICATION STRATEGY OBJECTIVES

The main objective of this strategy is to enhance the understanding of the ministry's operations so that a collaborative environment is created for the attainment of the goals, objectives and targets of the ministry as espoused in the strategic plan.

Specific objectives of the strategy include;

- a mechanism to help the ministry achieve its overall objectives
- Improve communications with key partners and members of the public;
- Increased awareness of the ministry's vision, mission, policies, programmes and the environment within which it operates;
- Increase the use of the ministry's website, internet and intranet as communication tools;
- Provide participation platform for private sector in the development of policies/services/programmes;
- To maintain a single brand across the ministry.

The ministry is mindful that a well-informed public on the services and programmes offered will always judge its reputation positively.

5. COMMUNICATION METHODS

5.1. Annual Reports

The report will be published and made available during the last quarter of every financial year. It will address the main problems and challenges encountered by the ministry in executing projects, programmes and activities. Furthermore, the publication will be of professional quality and layout.

The report will include the following:

- The Minister's preface
- The Permanent Secretary's executive summary
- Programme reports for the financial year under review
- Recommendations/ way forward
- Glossary of terms

5.2. Public Events

The ministry will annually present itself to the public at trade fairs/ business expo held at national level country wide. This will help to provide and explain information on various programmes offered by the ministry.

5.3. Media Relations

A media list that serves as a mailing list to distribute information and inform the masses over a larger scale (national, regional and local media) to be constantly updated. The target audience will determine the appropriate medium to deliver information on the services of the ministry. Such mediums will include electronic media, print media, social media, and outdoor billboard and transit media.

All corporate media will have to be channeled through the Corporate Communications Unit that should act as the first contact point for all print media, radio and television enquiries.

5.4. Public Relations

To improve the image of the ministry all ministerial documents will have to be the same

in appearance (font face and size; paper layout, alignment, indentation and spacing). There has to be consistency in the design and style of the ministry's publications to exhibit corporate branding.

5.5. Newsletter

A newsletter will be released every quarter to serve as an instrument that facilitates both internal and external information sharing with the staff and stakeholders. It will be necessary to print hardcopies in addition to circulating softcopies via email. Emailing list, everyone@mitsmed.gov.na to be utilized.

5.6. Press Releases/News Conferences

A press release is the most convenient and cost saving means to reach the public. It is the basic format to effectively disseminate useful information about very important events to the public.

Events or news of major relevance will be announced/ made public through press releases/ news/conferences to allow a wider coverage to enhance public transparency and accountability.

5.6.1. Basic rules to be followed when preparing a press release:

5.6.1.1. Format

A press release will provide information on specific subjects not exceeding two pages. Facts will be expected to be complete and presented in an understandable manner. No abbreviations and technical terms will be used.

Font: Arial

Size: 12pt

Line Spacing: 1.5 lines

Alignment: Justify

5.6.1.2. Content:

Our press releases will provide information by;

- Stating the event;
- Indicating the importance of the event;
- Who is involved; and
- Date and time of the event.

5.6.1.3. Structure:

- It will be on the official letterhead showing the contact person and details (cell phone, office phone and email address) for queries;
- Meaningful headlines and headings;
- Key informants to be placed in the first paragraph;
- Opinion(s) of relevant ministerial decision-makers; and
- Further information, explanations, bills, organizations involved.

5.6.1.4. Frequency and Distribution

Press releases will be distributed via email and hard copies during events or conferences.

5.6.1.5. Authorizations:

- Only the Minister/ Deputy Minister and the Permanent Secretary will authorize press releases;
- Information of minor importance and information announcing events can be released by the Information/ PR Officer in consultation with the responsible people.

5.7. Website

MITSMED website should enhance professionalism and effectiveness in information sharing with the latest and updated information. The webmaster is tasked to maintain and upload information onto the site, while the general upkeep such as constant updates and feeding relevant information to the site remains with the Corporate Communications Office.

Information for update from all units will be communicated to the Communications Unit via Intranet which will then do the update. MITSMED Facebook account will be created and utilized fully to create an interactive platform offering the public an opportunity to communicate with the Minister/ Deputy Minister or/and Permanent Secretary on issues of national importance.

The website is to contain the following:

- General information about the Ministry;
- MITSMED structure and programmes;
- Functions of the respective department/directorates/divisions, their responsibilities and various services offered to the public;
- MITSMED major publications such as programmes, projects, policies, reports and all legislations;
- Press releases, newsletters; and
- Links to other important stakeholder websites.

6. TARGET AUDIENCES

The table below lists categories of the target audience and respective stakeholders.

Table I

Category	Key stakeholders
1. The General Public	<ul style="list-style-type: none"> Rural Residents Urban Residents
2. Public Sector	<ul style="list-style-type: none"> Central Government Ministries Local Government Administrations Government Agencies Parliament Judiciary
3. Private Sector	<ul style="list-style-type: none"> Corporate SMEs Private Sector Associations
4. Educational/Research Institutions	<ul style="list-style-type: none"> Tertiary Secondary Primary Research Institutions
5. Civil Society Organizations	<ul style="list-style-type: none"> NGOs CBOs
6. Special Interest Groups	<ul style="list-style-type: none"> Youth Gender Disabled Trade Unions Religious Organizations Traditional Leaders
7. Ministerial Staff	<ul style="list-style-type: none"> All Employees

Audience Description

General Public: This category represents ordinary people who form the majority of the population that this strategy aims to reach. This category is important because it forms the core group that national development strategies are aiming to support.

Most of the audience under this category live in remote rural areas and are in the periphery of the country, engaged in subsistence agriculture and related economic activities.

The other portion of this audience lives in the urban and peri-urban areas. They are engaged in professional activities, trade or provide labor in factories and industries.

Based on this summary, the general public would therefore be mainly accessible through media driven primarily by English or the local languages.

The Public Sector: This constitutes the political leadership represented by the executive and the legislature (both at the central and local government levels) and the judiciary. This category constitutes the most influential and key consumers of planning and national development information.

They are educated to a high level and are perhaps the best informed, as far as government policies are concerned. Although individuals could hail from various parts of the country and cultural backgrounds, they are united by the fact that they speak English or African languages.

From the analysis given in table I, they will be accessible through radio, newspapers, TV, seminars, social media and newsletters.

The Private Sector: This category of the audience consists of the big corporates, medium and small enterprises and private sector associations of firms/institutions in similar business sectors. The stakeholders in this sector are involved and or engaged in business owned by the non-governmental companies.

The main characteristic of this category is the dynamism and aggressiveness with which their businesses are operated. The category consists of persons who are of more than average to very highly educated backgrounds. English language and other local languages would therefore be appropriate languages of communication with them.

Educational/Research Institutions: This category of the audience consists of the management, staff and students of tertiary, secondary and primary educational institutions. It also includes research and data gathering institutions like the Bank of Namibia, Polytechnic of Namibia, University of Namibia, etc.

The category consists of very highly educated persons at the tertiary and research institution levels. In addition to being well educated, the other key attribute of this category is the ease with which they generally accept new ideas. This category is respected by other categories of the audience for their knowledge and role in society and would be a valuable tool for influencing other categories of the audience to accept new ideas.

The main language of communication is English and most of this audience has access to modern communications technology.

Civil Society Organizations: This category consists of non-governmental organizations and community based organizations.

They are known to be committed to the causes that they espouse and are respected for it. They are also respected for their roles in society and are highly likely to be listened to. Their languages of communication would be English and the other local languages common in the areas in which they work.

Special Interest Groups: This category consists of groups like Youth, Gender, Disabled, Trade Unions, Religious Organizations, Traditional Leaders, etc. These groups are respected by other categories of the audience for their specific interests and role in society and would be a valuable tool for influencing other categories of the audience to accept new ideas.

Ministerial staff: The category is made up of all employees of the ministry who will be communicated to by using various tools. Their main languages of communication will be English.

7. COMMUNICATION STRATEGY IMPLEMENTATION

7.1. Communication Strategy Principles

In order to achieve the objectives of the ministry; the strategy will adopt the following principles;

- All communication will have to be easily understood, non-discriminatory; up-to-date and available in formats that can meet the needs of the respective audience;
- All communication will have to conform to legal requirements, unified corporate identity and only strive to promote the reputation of the ministry;
- Timely and positive responses to genuine media/corporate/individual queries;
- All press releases are to be checked by a dedicated member of management for accuracy, style, quality and conformance with ministerial policies.

7.2. Communication Channels and Media

The channels of communication and advocacy with the audience across the geographical regions of the country are selected based on, among others, the languages of communication in order to achieve the largest impact. In order to reach the widest audience while at the same time keeping the implementation of the strategy modest, other languages of communication in the regions will have to be identified and used.

Table (ii) below identifies the channels that would be most appropriate for the various audiences. From this table, it is clear that radio would be the most common appropriate channel for all audiences. The next would be newspapers and television.

Table II: Language Utilization

NO	Category	Stakeholders	Radio	News Papers	TV	ICT	Others	
I	General Public	• Rural people	X	-	-	-	Posters	
		• Urban people	X	X	X	X		
II	Public Service	• Central Government	X	X	X	X	Seminars Newsletters Posters Brochures	
		• Parliament	X	X	X	X		
		• Local Government	X	X	X	X		
		• Government Agencies	X	X	X	X		
III	Private Sector	• Corporate	X	X	X	X	Seminars Newsletters Posters Brochures	
		• Associations	X	X	X	X		
		• Informal	X	-	-	-		
IV	Educational System	• Tertiary	X	X	X	X	Seminars Newsletters Posters Brochures	
		• Research	X	X	X	X		
		• Secondary	X	X	X	X		
		• Primary	X	-	-	-		
V	Civil Society Organisations	NGOs	X	X	X	X	Seminars Newsletters Posters Brochures	
		CBOs	X	X	X	-		
VI	Special Interest Groups	Youth	X	X	X	X	Seminars Newsletters Posters Brochures Seminars Brochures	
		Gender	X	X	X	X		
		Disabled	X	X	X	X		
		Trade Union	X	X	X	X		
		Religious Organizations	X	X	X	X		
		Traditional Leaders	X	X	X	X		
VII	Ministerial staff	All employees	x	x	x	x	Intranet Meetings News letter	

As per table (ii), the radio channel applies to the most (categories. This is followed by newspapers and television and ICT. Other channels of communication would include seminars, newsletters, posters and brochures. Therefore, in defining the channel/audience mix, the role of radio cannot be over-emphasized. ICT will also likely become more and more popular as a medium for dissemination of information.

Internal Communication will be by telephone, notes, emails and most importantly intranet, Intranet will be used to gauge staff attitude on issues such as involvement in change management, communication of ministerial vision, mission, targets, programmes, accessibility of management and performance of the ministry, etc.

7.3. Communication Phases

Phase I:

Identity Creation: Under Phase I of the work plan, MITSMED activities/services need to be introduced to the audience in all regions of Namibia. This phase involves the development and printing of posters and brochures about the ministry.

Other activities under the identity creation phase include the placement of key identity materials (brochures and posters) in strategic media, such as newspapers, television and on notice boards of various organizations.

Phase II: Information Dissemination:

This phase will comprise the following activities:

- Messages/Announcements: MITSMED will develop messages and announcements. These messages will cover:
 - what the ministry is and why it was established in terms of the vision, mission and goals;
 - the themes and strategies for achieving the goals and objectives; and
 - report on achievements to date.

These messages/announcements will be disseminated through the channels identified in section 7.2 and meetings at various government administrative levels.

The messages will be prepared in English. Messages in the local languages will be broadcast over radio stations covering appropriate regions.

- Interactive Programmes: The strategy provides for the implementation of interactive programmes on radio and television. The detailed interactive programme is described in phase III below. This stage will only use the interactive programme to disseminate key messages during commercial breaks. The key messages will be the same as those that are broadcast under messages and announcements above.
- News Coverage: The strategy plans to ensure that newspapers have news on MITSMED at least once every month. The MITSMED Chief: Information Officer will relate with the media to ensure that radio, newspapers and television report correctly on the new upcoming

- activities. Accordingly, the team will ensure that the media attend functions and events related to various ministerial activities.
- Press Conferences: The MITSMED will ensure a series of regular press conferences whenever they have news worthy to share with the public through the media.

Phase III: Awareness Consolidation:

This phase will comprise of messages/announcements, interactive programmes, news coverage and lobbying for policy.

- Messages/Announcements: Under this phase, the messages and announcements would have been prepared. Their placement will only be carried out during the commercial breaks of the interactive programmes which are the main activity under this phase of the programme implementation. A significant activity that will be carried out under this activity is the redesigning, launching, and continuous update of the MITSMED website. This website will be a key medium for the implementation of other activities in the strategy. Specifically, it will be used for dissemination of information regarding activities. This would include direct advertisements, policy and other information papers. It will also be used to promote the use of email lists, dissemination of information through member of the email lists and the implementation of chat facilities between key stakeholders.
- Interactive Programmes: The strategy provides for the implementation of interactive programmes on radio and television. These programmes will be developed to present discussions on topics that are relevant to the ministry's activities. The main interactive programmes will be presented on both radio and television in English. Radio stations will be invited to present proposals to present the programme in the other five languages. The key underlying point is to ensure as wide a coverage of the country as possible. The interactive programmes will also be utilized in the dissemination of key information messages/announcements during commercial breaks.
- News Coverage: The awareness consolidation phase will also ensure continued coverage of relevant news items in the newspapers and on radio and television. The strategy plans to ensure that these media carry news on MITSMED at least once every month. The MITSMED staff will relate with the media to ensure that they report correctly on the new items relating to their activities. Additionally, under this activity a Quarterly Newsletter will be produced and distributed in the form of a hardcopy and/or electronic. Relevant news and information will be collected, prepared and published in the newsletter.
- Press Conferences: The ministry will hold regular press conferences whenever there is news worthy items to share with the media. Accordingly, the ministry will prepare information briefings and invite the media to attend.
- Lobbying for Policy: This activity will entail directing information and policy documents to key stakeholders who make decisions or are in a position to influence decision makers. This information will be sent out in a regular (quarterly) newsletter of the ministry. Other ways of lobbying for policy activities would be through seminars and email lists/charts.

Implementation Schedule (Yearly Work Plan)

This communication strategy includes a full list of all the relevant communications activities, developed into a work plan with deadlines

Phase	Activities	Channels	Months												Budget		
			1	2	3	4	5	6	7	8	9	10	11	12		N\$ (000)	
I. Identity Creation	Branding - Logo Selling, adverts	News Papers															
	Supply Stationery	Brochures Posters															
Sub-Total																	
II. Information Dissemination	Messages/ Announcements	Radio															
		News papers															
	News Coverage	Radio															
	Press Conferences	News papers															
	Television																
Sub-Total																	
III. Awareness Consolidation	Messages/ Announcements	Radio															
		News papers															
		Television															
		Web Sites															
		Email Lists/ Charts															
	Interactive Programmes	Radio															
		Television															
		Seminars															
		Email Lists/ Charts															
		Web Sites															
	News Coverage	Radio															
		News papers															
		Television															
		News Letters															
		Email Lists/ Charts															
		Web Sites															
	Lobbying for Policy	News Letters															
	Seminars																
	Email Lists/ Charts																
Sub-Total																	
IV. Monitoring and Evaluation	Events Monitoring	Media Watch															
	Events Management	External Firm															
	Performance Reviews	Monitoring Seminars															
	Impact Assessment	Surveys															
Sub-Total																	
GRAND TOTAL																	

8. MONITORING AND EVALUATION OF THE STRATEGY

It is imperative that the effectiveness of the entire ministry's communication is properly recorded, measured and monitored in order to ensure that the strategy is a useful tool in the realization of ministerial strategic plans. The Communications Unit will have to carry out staff and public satisfaction surveys using indicators as per table III.

The monitoring and evaluation phase will comprise activities such as events monitoring, events management, performance reviews and surveys. The detailed description of the activities is given below.

a. **Events Monitoring:** The strategy will deliver many activities at the same time. It will therefore be necessary to put in place a framework for ensuring that all the activities are delivered as designed. Accordingly, media performance monitoring firms will be contracted to monitor the radio, television and the print media in their implementation of the activities. The other events would also be closely monitored to ensure that they are delivered according to designed content and schedule.

b. **Events Management:** Given that the delivery of the activities of the strategy in an efficient and professional manner would require a fulltime focus, the ministry will need to strengthen the public relations function to have enough human power to manage the implementation of the activities. The team will draw out a detailed work programme for management approval. Among others, the team will prepare the messages, information and announcements. They will also relate with the media to acquire their full participation, manage the preparation of the newsletter and all the events of the strategy.

c. **Performance Reviews:** On a six monthly basis, management with the support of an external consultant will prepare and host a performance review of the strategy. Accordingly, the seminar will present progress reports on the implementation and impact of the Communication Strategy.

d. **Impact Assessment:** Towards the end of the yearly communication strategy implementation period, an impact assessment will be carried out. This will include the execution of a survey to assess the impact of the implementation of the strategy.

Table III

COMMUNICATION STRATEGY PERFORMANCE INDICATORS

	Indicator Name	Target
External Communications	1. Stakeholder satisfaction with service e.g. feedback time (differentiate users)	90%
	2. How well is the public knowledgeable about the strategy	50%
	3. Website No. of unique visitors.	200
	4. % of press releases used by media	90%
	5. Amount of media generated by press releases/ conferences.	20%
Internal Communications	1. % staff satisfied with communications strategy	70%
	2. Staff satisfied with usage of Intranet	60%
	3. Increase of view on Intranet	5%
	4. Number of staff satisfaction with internal publications	20

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