

STRATEGIC PLAN

2025 - 2028



Embracing our past...
Purposely defining our Future.

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FOREWORD FROM THE CHAIRPERSON



Adv. Charmaine van der Westhuizen


I am delighted to present to you the Financial Intelligence Centre (FIC) of Namibia's Strategic Plan 2025 to 2028. This plan represents a clear vision, and practical goals designed to strengthen the FIC's ability to combat and prevent Money Laundering, Terrorism Financing and Proliferation Financing effectively. Developing this plan was both a reflective and forward-looking exercise. It allowed us to take stock of what we have achieved, where we can improve, and how we can adapt to the changing landscape of financial systems. It has also sharpened our focus on building stronger partnerships – because collaboration is key to tackling the complex challenges we face.

This Strategic Plan reflects our commitment to delivering on our core responsibilities and statutory mandate while striving for excellence in everything we do. It is not just a roadmap for the next three years; it is a reaffirmation of the FIC's role as a critical player in protecting Namibia's financial system.

This Strategic Plan is developed around a cohesive vision to enhance the FIC's effectiveness and align its operations with international standards. Central to the strategy is a commitment to organizational development and management. The FIC aims to foster a high - performance culture by focusing on staff development, succession planning, and the improvement of institutional capacity. Recognizing the importance of accountability and transparency, the plan emphasizes strengthening reporting mechanisms and stakeholder engagement to reinforce trust and collaboration. In addition, risk management is a critical priority, with measures like maintaining comprehensive risk registers, conducting internal audits, and implementing robust business continuity plans to safeguard our operations.

A key aspect of the Strategy is the focus on combating, preventing, and enforcing measures against money laundering, terrorism financing, and proliferation financing (ML/TF/PF). The FIC is committed to detecting and disrupting these financial crimes by refining its analytical capabilities, enhancing cooperation with law enforcement and other authorities, and ensuring compliance with international standards. Special attention is given to governing the informal market and improving risk - based supervision to address vulnerabilities and strengthen the national anti - financial crime framework.

Technology and innovation are pivotal to the FIC's strategy, with plans to transform its capabilities through automation and digitization. This involves re - engineering our business



processes, integrating advanced IT tools, and ensuring optimal use of both existing and new technologies. By leveraging globally proven solutions that are tailored to the Namibian context, the FIC aims to enhance operational efficiency, data quality, and decision - making. The adoption of digital workflows and continuous capacity-building initiatives further supports this transformation.

Building strong stakeholder relations is another cornerstone of the Strategic Plan. The FIC is dedicated to foster a culture of compliance with the Financial Intelligence Act by raising public awareness, providing targeted training, and engaging in outreach activities. Efforts will be made to ensure fairness in the application of compliance measures, balancing the needs of both formal and informal sectors. Partnerships with government bodies, law enforcement, and international organizations will be strengthened to enhance collaboration and the overall effectiveness of the FIC's mission.

Through these strategic themes, the FIC seeks to position itself as a trusted and resilient institution, safeguarding the integrity of Namibia's financial system while responding proactively to evolving challenges in the global financial landscape.

We look forward to working with our stakeholders to bring this plan to life and to building a financial environment that is secure, transparent, and resilient.

Adv Charmaine van der Westhuizen
Board Chairperson



Photo Credit: Alsson

FOREWORD FROM THE DIRECTOR



Mr Bryan Eisep

The Financial Intelligence Centre (the Centre) was established in 2007 and through the wisdom of our frontrunners it has matured, under the auspices of the Bank of Namibia into a reputable and globally recognised Financial Intelligence Unit. The promulgation of the Financial Intelligence Amendment Act of 2023 has brought about fundamental changes in the governance structures of the FIC. This Amendment Act has now entrenched the operational autonomy of the Centre with the Director as the CEO. At the helm of governance is the Board of Directors. The Director was appointed effective 1 January 2024 and the Board, on 15 March 2024 for a period of five years. These appointments set in motion the new trajectory of the Centre. The Amendment Act retained the Anti - Money Laundering Council as the policy advisory body and expanded the membership of the Council.

With all these appointment and governance changes being effected, it became important that the Centre plan ahead and determine a REAL strategic plan in which we **Embrace our Past and Purposely Define our Future**. Whilst commencing the process of setting our new strategy we had to maintain operations which, apart from our core mandate, was pre-occupied with coordinating the national efforts in dealing with our recent “grey listing” in February 2024.

As part of Namibia's commitment to ensure our contribution to global efforts to prevent and combat financial crimes such as Money Laundering, Terrorism Financing and Proliferation Financing, we underwent our second Mutual Evaluation during 2021-2022 to assess our compliance with international AML/CFT/CFP standards. The evaluation process did not favour Namibia, and we ended up in being added by the Financial Action Task Force to the list of countries under enhanced monitoring commonly known as “grey listing”. In this regard and to ensure a coordinated approach in correcting our shortcomings, the Centre serves as the national coordinating agency to ensure the country gets out of grey listing as soon as possible.

Considering the ever - changing landscape of the ways how money is being laundered, terrorism is being financed and weapons of mass destruction is being funded, coupled with the increase in technological advancements, we had to design a future fit strategic orientation through crafting an all - rounded three - year Strategic Plan. The approach to formulate the Strategic Plan covering 2025 to 2028 was an all - inclusive stakeholder centric and mandate driven approach.

Through meticulous planning, robust debate and mutual consensus the Centre has crafted a plan that is Relevant, Experimental, Aspirational and Learning based (REAL) which culminated in the development of our **VISION** being:



A TRUSTED AGENCY THAT SAFEGUARDS THE INTEGRITY OF THE NAMIBIAN FINANCIAL SYSTEM.

and our reason of existence or **MISSION** being:

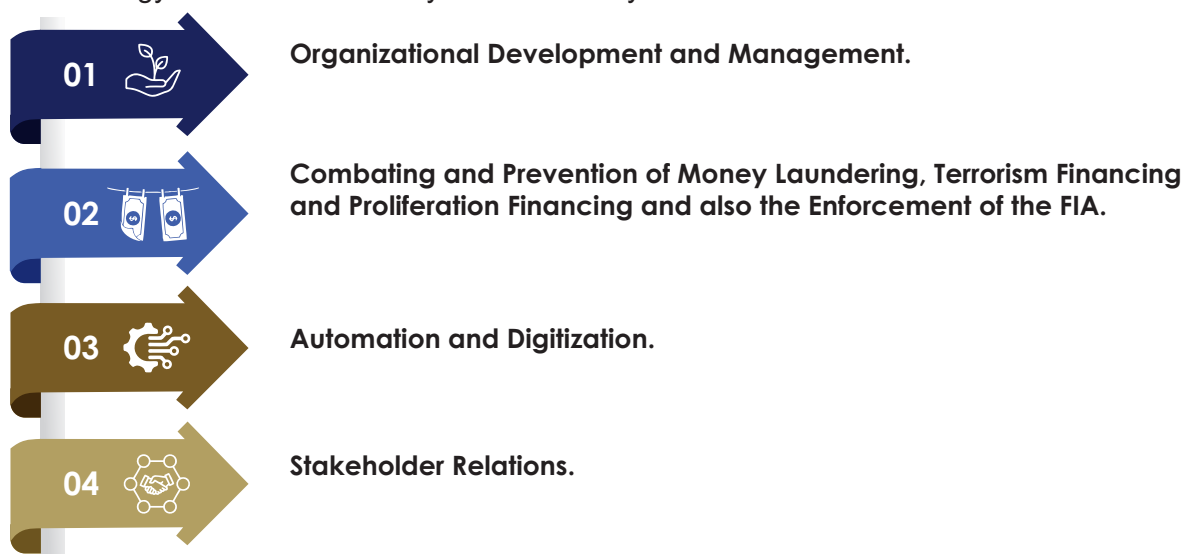


TO EFFECTIVELY PREVENT AND COMBAT MONEY LAUNDERING, TERRORISM FINANCING AND PROLIFERATION FINANCING THROUGH FOSTERING STRATEGIC PARTNERSHIPS.

In pursuit of our vision and to execute our mission, we commit to relentlessly espouse and live by the following values:

We choose to **COLLABORATE**, remain **AGILE**, deliver unmatched **QUALITY**, and maintain the highest level of **INTEGRITY** professionally and socially.

Our strategy is centred on four key themes namely:



To effectively and sustainably execute the strategy, we have decided to “eat the elephant” one piece at a time by dividing it into several goals, activities, and key performance indicators whilst being cognisant of the risks that may impact it. We will leverage the expertise of our team, our systems and processes, engage our stakeholders to ensure we execute the strategy diligently and in the best interest of our Nation.

I thank the Board, my Colleagues and Sanet (our strategic partner) for their dedication in crafting the maiden strategy of the Centre.

In executing this strategy, we must remind ourselves about the wisdom of our founding father HE Dr Sam Nujoma who always called our nation to: 'Unity in Purpose'.

Mr Bryan Eiseb
Director



Photo Credit: Tswalu

Table of Contents

Forward from the Chairperson of the Board

Foreword from the Director of the FIC

A Strategy Fit for Purpose 10

High-Level Statements 10

Vision and Mission Statements 10

Our Values 10

Theme for the Strategic Plan 10

Goals to pave the Future Strategic Direction of the FIC 10

Goal 1: To Strategically Lead, Manage and Administer the FIC 11

Goal 2: To Improve Institutional Capacity and Resources 11

Goal 3: Effective Reporting and Stakeholder Engagement 11

Goal 4: Managing Risks Effectively 11

Goal 5: Combat, Prevent and Enforce ML/TF/PF Regime 12

Goal 6: Automation and Digitization 12

Goal 7: Inclusive Stakeholder Relations 12

Abbreviations

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| AFS | Annual Financial Statements |
| AML | Anti - Money Laundering |
| APP | Annual Procurement Plan |
| BOD | Board of Directors |
| CFT | Counter Financing of Terrorism |
| CPF | Counter Proliferation Financing |
| EGMONT | Egmont Group of Financial Intelligence Units |
| ESAAMLG | Eastern and Southern African Anti - Money Laundering Group |
| FATF | Financial Action Task Force |
| FIA | Financial Intelligence Act |
| FIC | Financial Intelligence Centre |
| FIU | Financial Intelligence Unit |
| IT | Information Technology |
| KPIs | Key Performance Indicators |
| LEAs | Law Enforcement Agencies |
| PF | Proliferation Financing |
| REAL | Relevant, Experimental, Aspirational and Learning based |
| TF | Terrorist Financing |
| The Council | The Anti - Money Laundering and Combatting the Financing of Terrorism and Proliferation Council |

Governing Legislation

The FIC is governed by and administers the following legislation:

- Financial Intelligence Act 13 of 2012, as amended.

In addition, the FIC contributes to the implementation of the:

- Prevention and Combating of Terrorist and Proliferation Activities Act 4 of 2014, as amended.
- Prevention of Organised Crime Act 29 of 2004, as amended.
- Payment System Management Act 14 of 2023.
- Banking Institutions Act 13 of 2023.
- Namibia Central Intelligence Services Act 10 of 1997.
- Customs and Excise Act 20 of 1998.
- Business and Intellectual Properties Act 8 of 2016, as amended.
- Virtual Assets and Service Providers Act 10 of 2023.
- Trust Administration Act 11 of 2023.

A Strategy Fit for Purpose



A Strategy Fit for Purpose

High-Level Statements

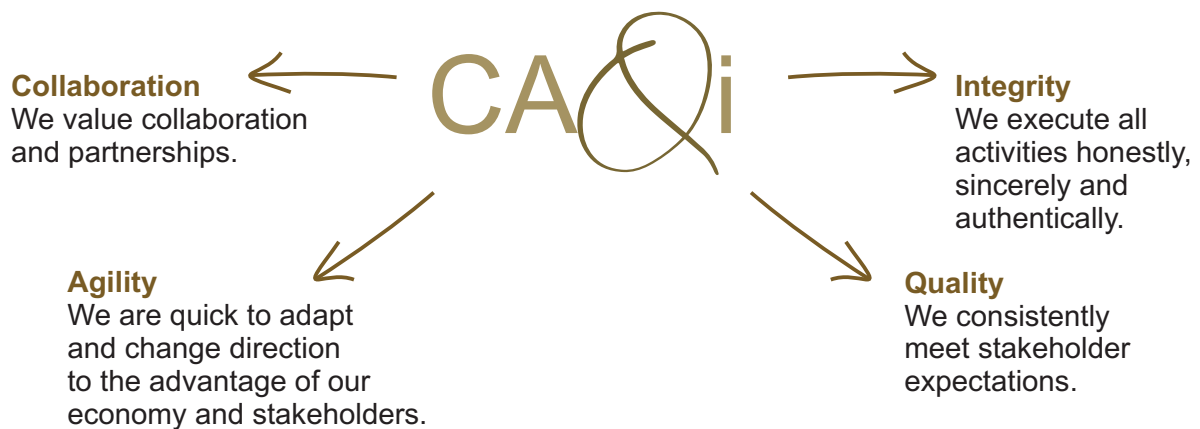
Vision and Mission Statements

The vision of an organisation is the attractive and desirable picture of the future. Given this, the vision and mission statements devised for the FIC are:



Our Values

Values are deeply held beliefs within an organisation and publicly proclaims how it expects all employees to behave. The FIC Values are:



Theme for the Strategic Plan

The theme for the FIC's Strategic Plan is:

**Embracing our past...
Purposely Defining our Future.**

In adopting the theme, we acknowledge the great work undertaken by the Centre which serves as the foundation of the FIC and are simultaneously purposeful in defining our destiny whilst being cognisant of the dynamic environment in which we operate.

Strategic Goals and Objectives

Goal 1: To Strategically Lead, Manage and Administer the FIC

The first goal has six objectives and will create a high performing FIU through the development and management of staff.

Goal 1 Create high performing FIU through the development and management of staff.

- 01 Ethical Leadership and High-Performance Culture.
- 02 Staff Development and Capacity Building.
- 03 Succession Management.
- 04 Change Management.
- 05 Develop and Implement Policies | Standard Operating Procedures Manual.
- 06 Continuous Performance Management.

Goal 2: To Improve Institutional Capacity and Resources

The focal points of this goal are to improve institutional capacity, to optimise business processes and proficient management of financial resources. This goal has six objectives.

Goal 2 Improve Institutional Capacity and Resources.

- 07 Implement the 2025/2026 Organizational Structure.
- 08 Develop and Implement Annual Budget | Procurement Plan (APP).
- 09 Strengthen capacity related to Management Accounting and Financial Reporting System.
- 10 Compliance with Statutory Obligations.
- 11 Update and implement the Delegation of Authority matrix.
- 12 Optimise Business Processes and Workflows.

Goal 3: Effective Reporting and Stakeholder Engagement

Goal 3 encapsulates three objectives to report timeously to stakeholders and to improve the corporate image of the FIC.

Goal 3 Effective Reporting and Stakeholder Engagement.

- 13 Accurate and Timeous Reporting to the FIC Board | Council | Stakeholders.

- 14 Develop, Publish and Launch the FIC Annual Report inclusive of Annual Audited Financial Statements.
- 15 Develop and Implement a Stakeholder Engagement Plan to improve the FIC Brand.

Goal 4: Managing Risks Effectively

Goal 4 with three objectives relates to managing risks effectively though assuring effective risk and assurance activities as well as emphasis on business continuity.

Goal 4 Managing Risks Effectively.

- 16 Execute Annual Internal Audit Plan.
- 17 Manage and Update Comprehensive Risk Management Plan and Register.
- 18 Develop and Implement Business Continuity Plan.

Goal 5: Combat, Prevent and Enforce ML/TF/PF Regime

At the core of the operations of the FIC is the combating, prevention and enforcement of the ML/TF/PF regime to protect the integrity of the Namibian financial system. To ensure that the FIA is effectively implemented, eight objectives were defined to execute on the FICs mandate.

Goal 5 To effectively combat, prevent and enforce ML/TF/PF risks aligned to international standards.

- 19 To conduct analysis and produce actionable intelligence products on financial and serious crimes in line with National Risks.
- 20 Effective and Efficient Identification and Strategic Analysis of ML/TF/PF Trends and Typologies.
- 21 Combat money laundering, the underlying unlawful activities and the financing of terrorism or proliferation activities in collaboration with law enforcement agencies.
- 22 Strategically guide and operationalise the National ML/TF/PF Regime.
- 23 Strategically guide and operationalise the National ML/TF/PF Regime.
- 24 Develop strategies and policies to address AML/CFT/CFR in the informal sector.
- 25
 - 1. Coordinate the FATF Action Plan [Grey Listing].
 - 2. Prepare for and conduct a National AML/CFT Self-Assessment for 2026/2027.
 - 3. Prepare for the Mutual Evaluation for 2029.
 - 4. Prepare for the National Risk Assessment for 2025/2026.
- 26 Compile ESAAMLG Progress Reports and respond to Re-Rating Requests.

Goal 6: Automation and Digitization

The sixth goal relates to transforming the FICs capabilities through technology, digitalisation and innovation. Goal 6 consists of three objectives to enhance the quality of financial intelligence reports.

Goal 6 Transform FIC's capabilities through technology and innovation

- 27 Leverage on technology to execute our mandate.
- 28 Implementing the IT Master Plan to improve operational efficiency and effectiveness.
- 29 Develop FIC Intranet.

Goal 7: Inclusive Stakeholder Relations

Given the expressed needs from stakeholders to raise public awareness and to ensure that all stakeholders understand and comply with ML/TF/PF regulations, Goal 7 is geared to assure inclusive stakeholder relations, with two specific objectives: one from a training and capacity building perspective whilst the other from a public awareness perspective.

Goal 7 Foster a national culture of FIA compliance.

- 30 Improved training / capacity building for external stakeholders to understand and comply with ML/TF/PF regulations.
- 31 Raise public awareness and ensure that all stakeholders understand and comply with ML/TF/PF regulations.





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