

# PROCUREMENT TRACKER NAMIBIA



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What the MAPS assessment tells us about the state of the public procurement system and the fixes needed.

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From September 2023 to April 2024 a review was conducted of the public procurement systems by applying the Methodology for Assessing Procurement Systems (MAPS).

The MAPS study was done by the World Bank, in partnership with the African Development Bank (AfDB), and coordinated by the Procurement Policy Unit (PPU) in the Ministry of Finance.

The final report of this review was officially launched in early 2025, and is meant to kick-start system-wide introspection over the course of the 2025/2026 financial year. The aim is ultimately to implement reforms to the system based on the recommendations of the MAPS, over coming years.

Against this backdrop, the [2025 MAPS Assessment of Namibia's Public Procurement System](#) report identifies several critical gaps across the four pillars of the procurement framework. Following is a structured summary of the major issues highlighted in the report.

#### Pillar I: Legal, Regulatory, and Policy Framework

- **Overuse of non-competitive methods:** The legal framework allows for both competitive and non-competitive procurement, but lacks clear safeguards to prevent misuse.
- **Contract management weaknesses:** Responsibilities across the procurement cycle are poorly defined, leading to overlaps and inefficiencies.
- **Ministerial exemptions:** Provisions for exemptions are vague and potentially overused, undermining transparency.
- **Foreign bidder participation:** Rules are unclear, which may discourage international competition.
- **e-GP legal support:** The legal framework does not adequately support end-to-end e-Government Procurement tools.

#### Pillar II: Institutional Framework and Management Capacity

- **Under-resourced Procurement Policy Unit (PPU):** The PPU lacks sufficient capacity and resources to fulfill its oversight and monitoring role effectively.
- **Part-time procurement roles:** Many procurement functions are handled by part-time staff, affecting professionalism and consistency.



## ASSESSMENT OF NAMIBIA PUBLIC PROCUREMENT SYSTEM

2025

*Screenshot of cover of the MAPS report for Namibia that was officially released in early May 2025.*

#### Pillar III: Procurement Operations and Market Practices

- **Limited use of e-Procurement:** The existing portal is rudimentary, with poor integration and limited analytical capabilities.
- **Data deficits:** There is no national Monitoring & Evaluation (M&E) framework, and procurement data is not systematically collected or analysed.

#### Pillar IV: Accountability, Integrity, and Transparency

- **Weak information systems:** The lack of robust data systems hampers transparency, informed decision-making, and public oversight.
- **Compliance monitoring gaps:** Without reliable data, compliance enforcement is inconsistent and reactive.

#### Strategic recommendations

The MAPS makes the following broad recommendations:

- Introduce **robust standards** for non-competitive procurement.
- Strengthen **contract management rules** and clarify institutional roles.
- Fully resource and elevate the **Procurement Policy Unit**.
- Develop a **national M&E framework** and upgrade the e-procurement system for better data analytics and transparency.

# Elevating the PPU

The Procurement Policy Unit (PPU) is the oversight and governance centrepiece of the public procurement system.

It has become clear over the years that many of the systemic weaknesses and dysfunctions are due to institutional challenges hampering the optimal functioning of the PPU since the start.

In this regard the MAPS finds:

“The PPU faces the challenges arising from **limited resources and low capacity**, as do public procuring entities. The Head of the PPU is at the level of Deputy Executive Director which is perceived as a lower level than Accounting Officers. As of end March 2024, the PPU has 14 staff (a shortage of about 35% of approved positions of 22, with further attrition recently by the resignation of the Head of PPU and MAPS Project Coordinator). Based on the proposed structure of the PPU, at least 46 positions are needed to discharge their mandate as required by the Act.”

In light of this, the MAPS strongly **recommends fully resourcing and elevating the PPU**. This recommendation is rooted in the recognition that the PPU is pivotal to driving reform, ensuring compliance, and professionalising procurement across public entities.

According to the MAPS, appropriate interventions should recog-

nise the following:

The PPU is currently under-resourced and constrained by:

- **Part-time staffing** in many procurement roles;
- **Limited capacity** to enforce standards or monitor performance;
- **Fragmented oversight** of procurement activities across ministries.

Elevating the PPU would position it as a strategic authority capable of:

- Leading reforms;
- Coordinating training and certification;
- Enforcing compliance and transparency;
- Driving digital transformation through e-Government Procurement (e-GP).



## Resourcing and elevation

## 1. Institutional Strengthening

- Upgrade the PPU's status to a **fully staffed, professionally led directorate**;
- Ensure **dedicated budget allocations** for staffing, training, and technology;
- Establish **clear mandates** for oversight, policy development, and performance monitoring.

- Develop and enforce **mandatory training standards** for procurement officers;
- Create **certification pathways** and professional development tracks;
- Institutionalise **training curricula** and regular refresher programs.

- Empower the PPU to:
- Issue binding guidelines and directives;
- Approve and standardise bidding documents and contract templates;
- Monitor and report on compliance and performance across entities.

- Lead and oversee the national rollout of a **comprehensive e-GP platform**;
- Ensure the PPU has the technical capacity to manage and maintain digital platforms;
- Use ICT tools to **track procurement data**, flag irregularities, and promote transparency.

- Develop a **procurement performance assessment system**;
- Publish **annual reports** to the National Assembly on procurement outcomes;
- Conduct **inspections and audits** to ensure compliance with awards and procedures.

The MAPS suggests that the implementation of these recommendations to elevate the PPU will have the following effects:

- Reduce misuse of non-competitive procurement methods;
- Improve contract management and lifecycle costing;
- Enhance public trust through transparency and accountability;
- Align Namibia's procurement system with international best practices.

To implement the MAPS recommendation to fully resource and elevate the PPU, a series of practical, sequenced steps are needed, spanning institutional reform, capacity building, legal empowerment, and digital modernisation. These steps align with both the MAPS and Namibia's Public Procurement Act framework. That said, the following steps are recommended:

- **Formalise the elevation** of the PPU to a Directorate within the Ministry of Finance and Public Enterprises.
- **Revise organograms and job descriptions** to reflect



- **Secure dedicated budget lines** for staffing, training, ICT systems, and operational independence.

- Recruit procurement professionals with legal, financial, and ICT expertise.
- Establish a **procurement training Institute** or partner with universities to deliver accredited programs.
- Define **mandatory certification levels** for procurement officers across public entities.

- Amend regulations to give the PPU authority to:
  - Issue binding procurement guidelines and directives;
  - Approve standard bidding documents and contract templates;
  - Conduct compliance inspections and audits.
- Develop a **procurement performance assessment system** to monitor and report on entity-level compliance.

Lead the rollout of a **national e-government procurement (e-GP) platform.**

- Ensure the PPU has technical staff to manage the system and train users.
- Use the platform to collect procurement data, flag irregularities, and publish award information.

- Institutionalise annual **procurement performance reports** to be tabled in Parliament.
- Develop dashboards and scorecards for tracking:
  - Competitive vs non-competitive procurement;
  - Contract management quality;
  - Supplier diversity and participation.
- Conduct regular **procurement audits and field inspections**.

- Convene regular forums with CSOs, suppliers, and oversight bodies.
- Publish simplified guides and visuals to explain procurement rules to the public.
- Promote **feedback mechanisms** for whistleblowing and citizen monitoring.

*Some of the analysis was conducted with the assistance of Microsoft Copilot.*

# Public procurement in numbers

The following data has been gathered from information available through the e-Procurement Client System operated by the Procurement Policy Unit in the Ministry of Finance.

## Annual Procurement Plans

By the end of the 2024/2025 financial year **176** public entities should have submitted their annual procurement plans for the 2025/2026 financial year to the Procurement Policy Unit. The Procurement Policy Unit (PPU) then publishes these plans on the [e-Procurement Portal](#).

By 31 July 2025, only **71** annual procurement plans were viewable via the e-Procurement Portal.

That means only about **40%** of public entities had submitted their plans to the PPU for the **2025/26 financial year**.

According to **Section 25 (4)(a)** of the Public Procurement Amendment Act of 2022, public entities must submit their plans to the PPU **“at least three months before the commencement of each financial year”**.

This means plans have to reach the PPU **by the end of December of every year**, as the financial year of the government ends at the end of March the following year.

Of the 71 procurement plans viewable via the e-Procurement Portal **only 5** were submitted to the PPU before the end of December 2024.

That means **only 3%** of procurement plans **were submitted on time**.

Making sure that the public has access to annual procurement plans remains **a major compliance issue** in the public procurement system.

When procurement plans are delayed or not publicly accessible, it can **hinder oversight and lead to inefficiencies in resource allocation**.