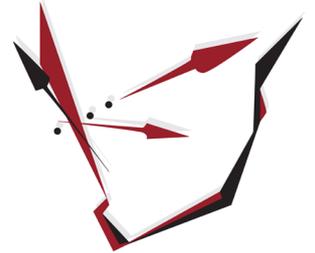


STRATEGIC PLAN

Period: 2021 – 2026



WALVIS BAY
CORRIDOR
GROUP



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01 About WBCG

The Walvis Bay Corridor Group (WBCG) was established in 2000 to engage in business development activities – thereby increasing cargo for ports and corridors linked to it, and to engage in the facilitation of corridor and infrastructure development.

The Walvis Bay Corridors are an integrated system of well-maintained tarred roads and rail networks – accommodating all modes of transport – from the Port of Walvis Bay via the Trans Kalahari, Walvis Bay-Ndola-Lubumbashi Development Corridor, Trans-Cunene and Trans-Oranje Corridors providing landlocked SADC countries access to transatlantic markets.

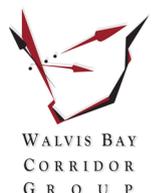
Cargo offloaded at the Port of Walvis Bay is handled with state-of-the-art machinery and record turnaround processing time. The Port is congestion-free and its facilities are of world-class standard, which ensures that cargo is handled reliably and safely. Cargo then makes its way from the Port along one of the Corridors across Namibia and into neighbouring SADC countries.

The Trans Kalahari Corridor primarily links the Port of Walvis Bay to Botswana and Gauteng in South Africa. By extension, TKC is also a link to Zimbabwe. The Walvis Bay-Ndola-Lubumbashi Development Corridor accesses the landlocked countries of the Democratic Republic of Congo, Zambia and Zimbabwe. The Trans-Cunene Corridor extends through northern Namibia into southern Angola, and the Trans-Oranje Corridor links the Port of Lüderitz with the Northern Cape Province of South Africa.

The Walvis Bay Corridor Group's main organisational strength is its unique public-private partnership (PPP) set-up of transport and logistics stakeholders from both the public and private sector. The partnership allows for the pooling of resources, expertise and authorities from both the regulators and the operators, who together form an integrated transport and logistics service for potential customers.

Due to the Group's constitution as a PPP, it is able to lean on the public sector for advice and action on issues such as customs, transport regulation and infrastructure development, while the private sector can focus on business development such as marketing and making practical operational proposals and logistics solutions. Both arms provide input into developing human resources, the institutions themselves and the associated infrastructure.

The Walvis Bay Corridor Group has branch offices that facilitates cross border business development in Lusaka (Zambia), Johannesburg (South Africa), Lubumbashi (DRC) and Sao Paulo (Brazil). It further extends its footprint by developing transport forums, based on the PPP principle across the borders of Namibia with neighbouring countries. The first transport forum that was set up was the Trans Kalahari Corridor Management Committee through a Memorandum of Understanding between Botswana, Namibia and South Africa in 2003. This management committee established the Trans Kalahari Corridor Secretariat (TKCS). The WBCG has additionally led the process in developing a transport forum along the Walvis Bay-Ndola-Lubumbashi Corridor between Namibia and Zambia in 2005 which has evolved into the Walvis Bay-Ndola-Lubumbashi Corridor Development Committee between the Democratic Republic of the Congo, Namibia and Zambia in 2010.



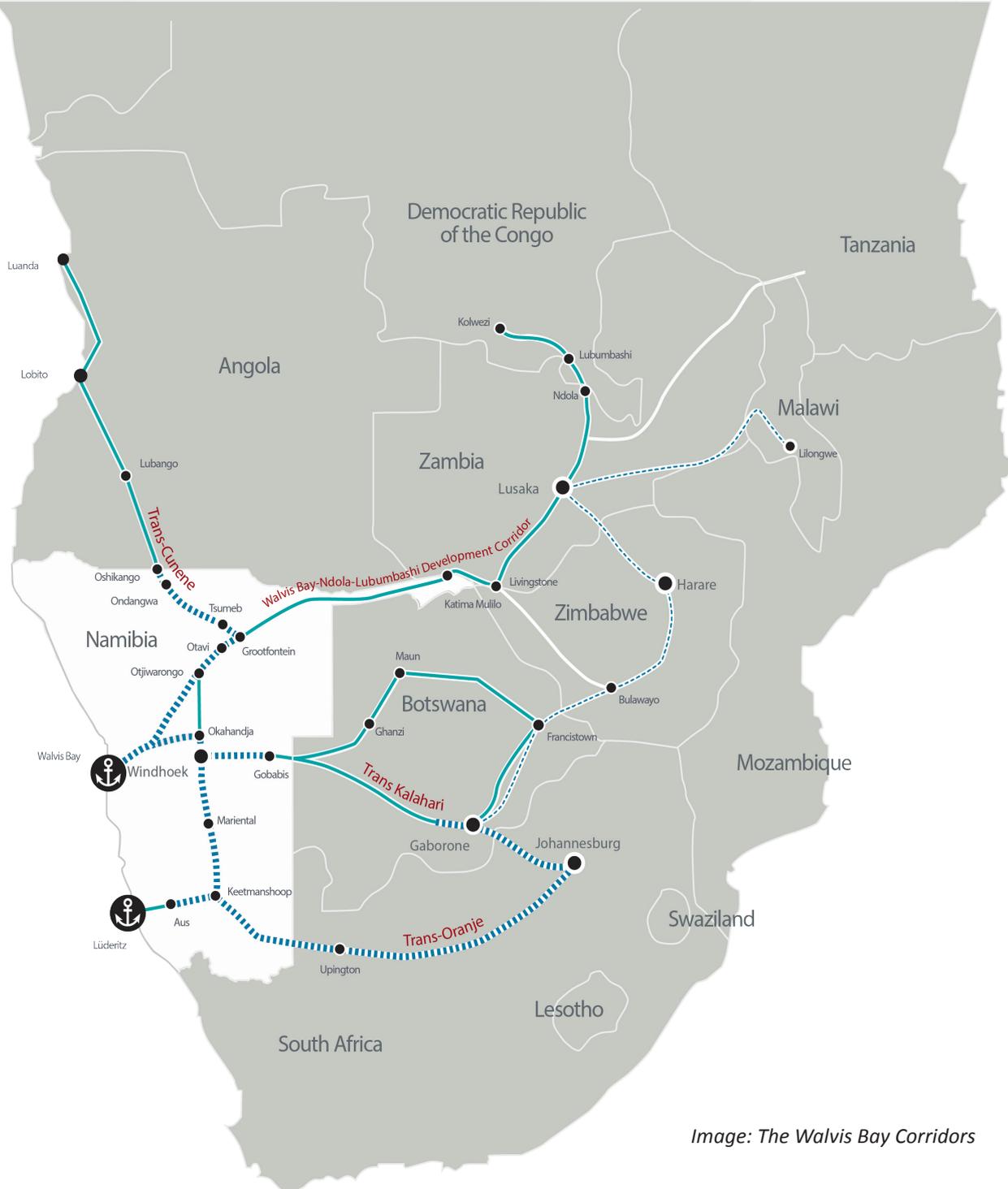


Image: The Walvis Bay Corridors

The Group Strategic Plan focuses its efforts on increasing cargo volumes for the Port of Walvis Bay and the Walvis Bay Corridors, as well as on enhancing the competitiveness of the Corridors. In support of this, the Group established a Project Development and Funding portfolio to identify, formulate and manage Corridor projects and to mobilise international support and funding.

The WBCG further manages various projects which contribute to the development of Transport and Logistics Industry.

CORE MANDATE OF THE WBCG

To put volumes on the corridor and ensure the seamless flow of trade along the corridors.



02 Foreword

The Walvis Bay Corridor Group Strategic Plan 2021-2026 provides impetus for our strategic direction as well as broader stakeholder engagements framework within which the long term development of the corridors pertaining to the areas transportation, freight movement and logistics network can be executed within our mandate of business development and trade facilitation. I am pleased to have been part of the formulation of this plan at the workshop held in March 2021 in Swakopmund.

Driven by freight demand projections for the next five years, this Strategic Plan provides for approaches that are needed to ensure that we are responsive to the market in a well-coordinated and integrated manner. This Strategic Plan is not an operational blueprint but rather a long term unconstrained framework that identifies the positioning of WBCG as a key player in transport and logistics not only in Namibia, but in SADC as well as internationally by attracting business to our corridors and facilitating trade. Therefore, this Strategic Plan is to provide our members with a sound future prognosis which may then inform the strategic decisions. Henceforth, this plan sets firm and tangible goals that will differentiate it from other corridors. Therefore, WBCG must aggressively pursue these goals in order to position us as the preferred trade routes along the west coast of Africa. Equally, we have to do the best to harness volumes to and from the hinterland and ensure the transit of these volumes in a seamless manner, and in all this, affordability remains the key.

WBCG had sufficient time since inception, with regard to stakeholder engagements and it is now time for it to start reaping the benefits from these engagements. I am cognizant that we are

implementing this plan during the one of the most difficult and challenging era of our times especially with regard to the global pandemic of Covid, competition from other corridors as well as the changing dynamics in the shipping and freight forwarding industry with respect to the shipping schedules and lack of equipment i.e. containers in order to fulfil our mandate.

Our membership fees remain a challenge, therefore it is my contention that we need to shift our focus and lean more towards the User Pay Principle (UPP) collection as a means of financing and sustaining our operations. Equally, I am pleased that we are in the process to conclude and start to implement the service levels agreements (SLAs) with our respective members, as this will ensure alignment on the deliverables between our members and WBCG team. These will be cascaded across the WBCG structures so that team members are cognizant for their responsibilities to enable them to contribute to the bigger picture.

With this plan, WBCG shall work towards achieving the common goal of pulling the volumes towards the ports and ensuring the seamless flow of cargo on our corridors and through our borders and playing part in enhancing the safety and wellness of our most important stakeholders, the truck drivers, who carry the cargo along our corridors.

I therefore wish management the best in the implementation of this plan.

Mr. Andrew Kanime
Chairperson

03 Executive Summary

As WBCG evolves, we live in a more integrated world, where we have to constantly adapt to the changing environment of transport and logistics industry as well as our members and stakeholders needs. This Strategic Plan is a blueprint of how we prepare to position ourselves in the market and thereby delivering on our mandate.

True to its vision, WBCG has formulated six (6) key strategic initiatives aimed at responding to the future positioning from a normal transport corridor into an economic development corridor. We need to respond to competition with vigour and resilience and weather challenges of Covid-19 on our industry. Therefore, are Wellness Service is receiving the necessary prominence in this plan in order to respond appropriately and have minimum impact of this pandemic and other communicable and non-communicable diseases on the industry workforce.

This plan coincides with the implementation of the Africa Continental Free Trade Agreement (AfCFTA), which is poised to accelerate intra-Africa trade and boosting Africa's trading position in the global market by strengthening Africa's common voice and policy space in global trade negotiations. WBCG will be expected to play a central role in opening new avenues and opportunities for our sector. Our strategy therefore has to be flexible to the changing dynamics, whilst providing clear guidance on how to achieve our vision.

Some of the expectations during the implementation of this plan is how resilient we are towards the assimilation of the Fourth Industrial Revolution (4IR), Green Logistics and other industry mega projects being rolled out in the region and around the world including but not limited to bigger and larger vessels being constructed to carry more cargo.

In order for us to achieve these strategic initiatives, it is imperative that various Non-Tariff Barriers (NTBs), inefficiencies and bottlenecks are eliminated and business processes are re-engineered. We need to have free flow of traffic along the corridors and transform border operating hours to a 24/7 operations in order to respond to the anticipated and growing volumes.

Finally, small as we are, WBCG operates in the league of multinational companies where we play a critical role in the global supply chain and influence international trade and economies of various countries. As our global footprint is testimony to this, therefore, multiculturalism and the co-existence with diverse cultures will become the strongest support pillar to our competitive advantage. Our strength lies in developing lasting relationships and engaging our stakeholders from across the spectrum in the world in order to successfully implement this plan.

Mbahupu H. Tjivikua

Chief Executive Officer

04 CORPORATE PHILOSOPHY

The Walvis Bay Corridor Group envisions being the leading trade route for southern Africa. We are committed to facilitate and promote transport and trade along our secure and reliable corridors and to provide “innovative” service offerings to our customers. We strive to consistently exceed our customers’ expectations and to add value through our unique Public - Private - Partnership (PPP) model. Our corporate mind-set is anchored on the values and principles of good corporate governance.

We value commitment, cooperation, professional service delivery and integrity.

Vision

Strive to make Namibia as Africa’s preferred trade route.

Mission

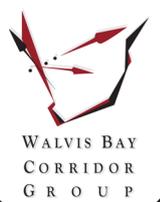
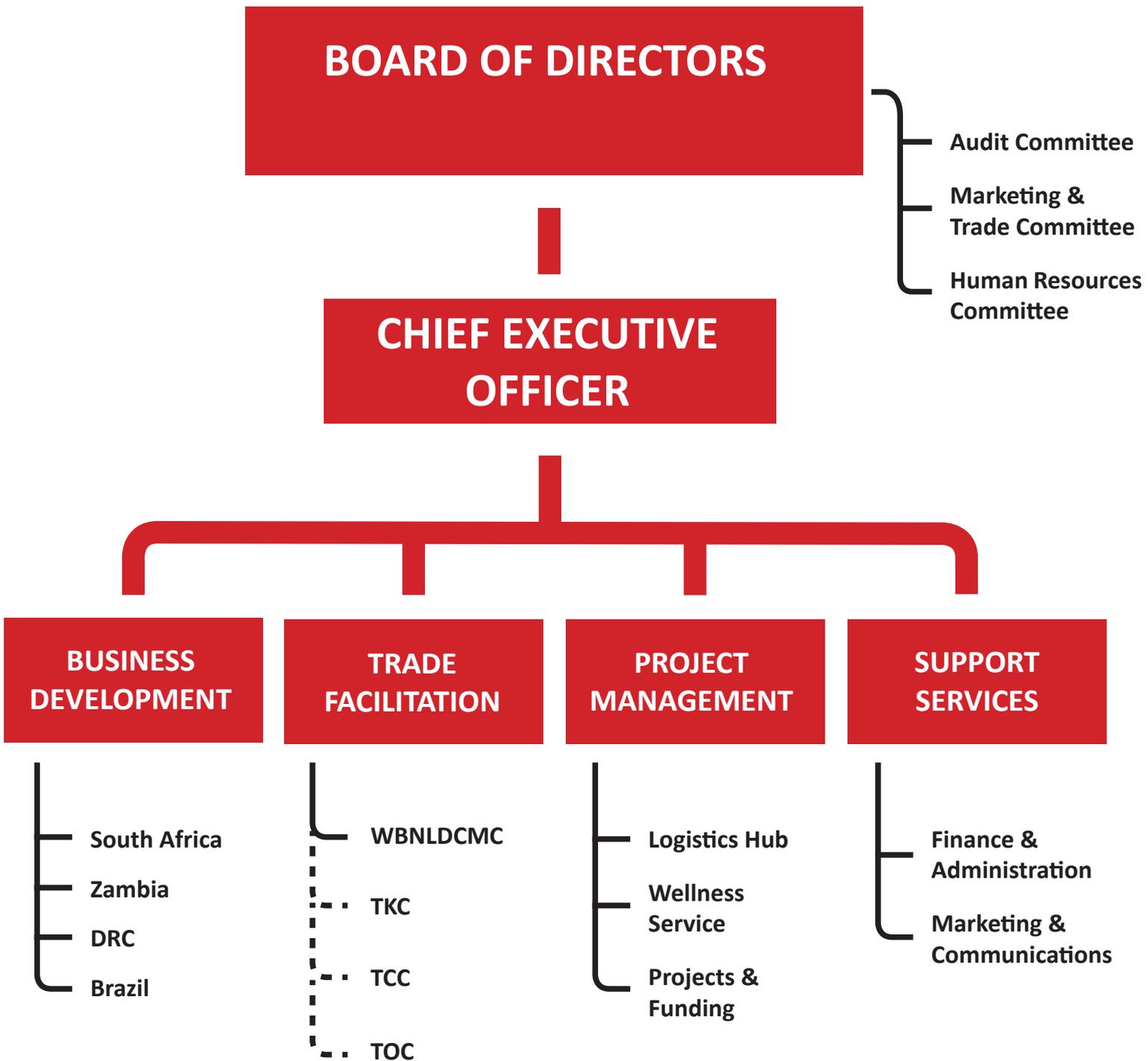
We shall provide a high quality service through our unique PPP set-up and innovative approach.

Values

Our number one priority is to understand the needs of our members and serve them well.



05 ORGANISATIONAL STRUCTURE



06 MEMBERSHIP

The Walvis Bay Corridor Group (WBCG) is a Public Private Partnership, established as a section 21 Company, an Association not for Gain. The WBCG comprises of members from both the public and private sector, as listed below.

Public sector entities:

Public sector entities include Ministry of Works and Transport; Ministry of Finance; Ministry of Industrialization, Trade and SME Development; Ministry of Home Affairs and Immigration; Namibian Ports Authority; Roads Authority; Roads Fund Administration, TransNamib Holdings and the Municipality of Walvis Bay.



MINISTRY OF FINANCE



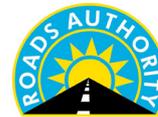
MINISTRY OF HOME AFFAIRS



MINISTRY OF WORKS AND TRANSPORT



MINISTRY OF INDUSTRIALISATION & TRADE

RFA
Road Fund Administration
Funding roads, steering growth.

Private sector associations:

Private sector is represented by the following associations: Walvis Bay Port Users Association; Container Liners Operators Forum; Namibia Logistics Association; Namibia Chamber of Commerce and Industry and the Namibia Transporters Association.



07 KEY SUCCESS FACTORS

The key success factors needed to support the expected growth in volumes in the Port and along the Corridors are:

- 1 Successful Public-Private Partnership
- 2 Leading Corridor Management Institution on the continent
- 3 Strong market presence
- 4 Respected brand
- 5 Integration of Wellness Service to industry
- 6 Presence in key markets
- 7 Passionate, competent & committed workforce

08 CORE STRATEGY

Functional Areas of Business:

- Business Development
- Promotion & Marketing
- Corridor Management
- Trade Facilitation
- Project Management



09 KEY INDICATORS



10 STRATEGIC INITIATIVES



1. Increase cargo volumes

- 1.1. Increase business development in key markets.
- 1.2. Stakeholder engagements in key potential markets.
- 1.3. Introduce new clients & commodities.
- 1.4. Influence direct calls from key markets.
- 1.5. Leverage Trade Attaches in key markets (ie. Europe and Asia).
- 1.6. Implement Marketing strategy.
- 1.7. Conduct regular market intelligence in key identified markets.



2. Enhance corridor efficiency

- 2.1. Advocate for Information Technology to enhance corridor efficiency.
- 2.2. Establish networks on each corridor to aggressively deal with trade facilitation issues.
- 2.3. Establish multi-country Clusters on each corridor to aggressively deal with trade facilitation issues.
- 2.4. WBNLDC agreement ratified & fully-funded WBNLDC permanent secretariat established.



3. Facilitate the implementation of the logistics hub

- 3.1. Facilitate infrastructure and facility development along the corridors to support growth.
- 3.2. Regular meetings and reporting from the working groups and steering committees.
- 3.3. Effective monitoring and reporting system.
- 3.4 Advocate for improved policy formulation with respect to the ease of doing business.



4. Develop sustainable health and wellness PPP models

- 4.1. Increase service delivery.
- 4.2 Improved stakeholder engagements.



5. Stakeholder value proposition

- 5.1. Enhanced Service delivery.
- 5.2. Implement employee value proposition.
- 5.3. Identify critical capacity gaps to ensure a talent pipeline fit for the future global WBCG.
- 5.4. Close succession gaps.



6. Enhance governance and financial sustainability

- 6.1. Source alternative funding for WBNLDC permanent Secretariat.
- 6.2. Revised membership fee structure & UPP.
- 6.3. Adequate funding for all projects.
- 6.4. Review governance structure of WBCG.

11 ACRONYMS & ABBREVIATIONS

4IR	The Fourth Industrial Revolution
AfCFTA	Africa Continental Free Trade Agreement
Namport	Namibia Ports Authority
NTB	Namibia Trade Board
SADC	Southern Africa Development Community
SLA	Service Level Agreement
SP	Strategic Plan
TCC	Trans Cunene Corridor
TKC	Trans Kalahari Corridor
TOC	Trans Oranje Corridor
UPP	User Pay Principle
WBCG	Walvis Bay Corridor Group
WBNLDC	Walvis Bay-Ndola-Lubumbashi Development Corridor

12 ANNEXURES

Annexure A 5-year Cargo Volume Growth Prediction

Annexure B Corporate Scorecard

Annexure A:

5 YEAR VOLUME GROWTH PREDICTION

Corridor volumes targeted % growth 2021-2026

