

Namibia Institute of Pathology Limited

# 5 YEAR INTEGRATED STRATEGIC BUSINESS PLAN 2022-2027

*The Great Reinvention Journey*

ABRIDGED VERSION 2024/2025

'ZA TUKA'

# 'ZA TUKA'

## ABOUT THE THEME

---

At the Namibia Institute of Pathology Limited (NIP), we are embarking on a journey of reinvention. Our destination? To become a 'trusted customer-centric and innovative medical laboratory service provider of choice'. This will require unprecedented and exponential growth, so we need to be ready for take-off. We need to make sure that our aircraft is fit for purpose and our crew has the right competencies to navigate the headwinds that come with such an ambitious strategic endeavour.

As well as staying on course to reach our destination, we also want to make the transformational experience a positive one for our employees, stakeholders and customers. We are therefore committed to nurturing an environment that harnesses the full potential of all staff members and heightens employee satisfaction in a culture of innovation and creativity.

So, sit back and buckle up for take-off, and enjoy the flight!"



# TABLE OF CONTENTS

---

---

<b>1</b>	<b>The Namibia Institute of Pathology Limited (NIP)</b>	<b>4</b>
	Our purpose	5
<b>2</b>	<b>Our Strategic Agenda 2022 – 2027</b>	<b>6</b>
<b>3</b>	<b>Our Strategic Map 2022-2027</b>	<b>7</b>
<b>4</b>	<b>Overview of Strategic Goals</b>	<b>8</b>
<b>5</b>	<b>Strategic Focus for the Remaining Strategic Cycle</b>	<b>9</b>
	National Foot print	10

# 1

## The Namibia Institute of Pathology Limited



We play a crucial role in the country's healthcare system by providing essential pathology services that facilitate accurate diagnoses and effective patient treatment. As a commercial public enterprise, NIP is dedicated to enhancing operational efficiencies while maintaining the highest standards of service quality in delivering medical laboratory tests.

### Our Mandate

The Namibia Institute of Pathology Limited (NIP) was established by virtue of the Namibia Institute of Pathology Act 15 of 1999, with the primary mandate of providing laboratory services to both the private and state healthcare sectors across Namibia on a commercial basis. With the Promulgation of the Public Enterprise Governance Act 1 of 2019, NIP has been classified as a Commercial Public Enterprise, with public policy objectives.

At its inception, NIP operated 23 laboratories, as taken over by the Ministry of Health and Social Services. Since then, NIP has grown significantly, expanding geographically and increasing the scope of medical services offered to its clients.

At present, NIP operates 37 laboratories across the country, providing medical laboratory service to individual customers, healthcare institutions, medical doctors, and pathology service users.

# Our purpose is to save lives!

## Our Vision



A trusted, customer-centric and innovative medical laboratory service provider of choice.

## Our Mission



To provide reliable, accessible and innovative medical laboratory services responsive to our customer needs.

## Our Values

The values of NIP (I ACT FAIR) are one of our core elements that shape our culture



# 2

## Our Strategic Agenda 2022 – 2027

The Za Tuka Strategy 2022-2027 was endorsed in 2022 and underwent a mid-term review in 2024. The results of that exercise are included in this updated version of the Strategy.

The Za Tuka Strategy is an instrument that serves to guide the Institution as it prepares for flight and navigates any turbulence along the way. The overall strategic intent is based on the '3 Value Disciplines' that will transition NIP to its end-state in three phases: Operational Excellence, followed by Customer-Centricity, and, ultimately, Product Leadership. By the end of the process, NIP will have enlarged its territory in terms of both service offering and geographical reach.

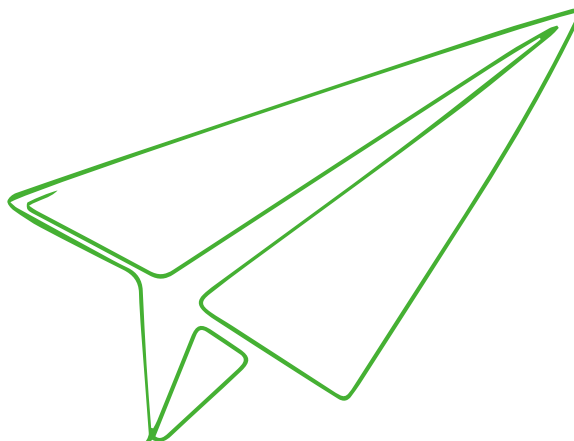
The Za Tuka Strategy requires a transformational leadership style built on visionary thinking, ethical practice, empowerment, inclusion, agility and results-orientation.

Our strategic agenda, therefore, is premised on strengthening both the hardware and the software

- the people and culture, as well as the technology and infrastructure - of our business. We have set the bar high. We are confident that we will transform our operations and in turn, gain stakeholder confidence.

There are five Strategic Goals that chart the course to achieving NIP's Strategic Intent. These goals prioritise operational excellence, financial viability, quality of service, stakeholder engagement, and strong corporate governance. The Za Tuka Strategic Mid-Term Review revealed that we have made notable advances in service delivery, tests scope expansion, and operational processes, although challenges such as economic fluctuations and heightened competition have tested our adaptability.'

As NIP, we are committed to saving lives, and to this purpose, we recognise the importance of delivering accurate, quality and responsive care to our customers.

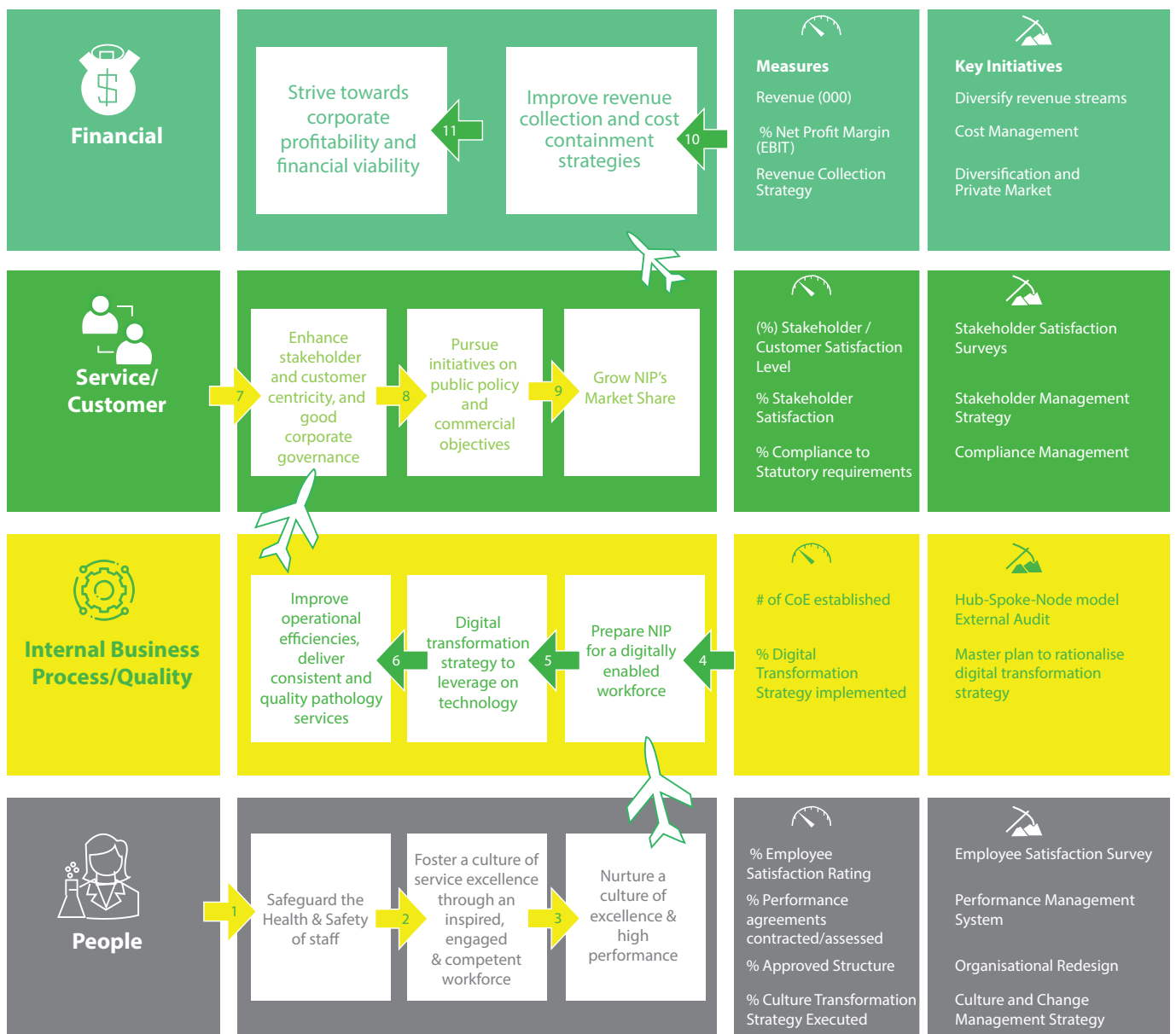


# 3

## Our Strategic Map 2022-2027

The following map will help us to navigate the journey ahead. Whilst we remain committed to the course, we need to maintain enough agility to take any detours that might be required to safely reach our destination.








**Figure 1: NIP Strategy Map**





# 4

## Overview of Strategic Goals

 <b>Strategic Objectives</b>	 <b>5-Year Strategic Initiatives</b>
<p><b>STRATEGIC GOAL 1: IMPROVE OPERATIONAL EFFICIENCIES, DELIVER CONSISTENT AND QUALITY PATHOLOGY SERVICES</b></p> <p>This goal centres on optimising operational processes to ensure that pathology services are efficient, reliable, and accessible.</p> 	
<p>1.1 Enhance Organisational Efficiencies</p>	<p>1.1.1 Establish Centers of Excellence (CoEs)</p> <p>1.1.2 Implement Research &amp; Development Framework</p> <p>1.1.3 Develop digitisation Master Plan</p> <p>1.1.4 Execute Equipment Replacement Plan (ERP)</p> <p>1.1.5 Ensure continuous service delivery</p>
<p><b>STRATEGIC GOAL 2: STRIVE TOWARDS CORPORATE PROFITABILITY AND FINANCIAL VIABILITY</b></p> <p>This goal centres on driving financial growth, safeguarding the company's assets, and fostering sustainable asset development.</p> 	
<p>1.3 Attain Financial Stability and Sustainability</p>	<p>1.3.1 Diversify revenue streams</p> <p>1.3.2 Institute cost containment measures</p> <p>1.3.3 Institute a robust revenue collection strategy</p>
<p><b>STRATEGIC GOAL 3: FOSTER A CULTURE OF SERVICE EXCELLENCE, THROUGH AN INSPIRED, ENGAGED AND COMPETENT WORKFORCE</b></p> <p>This goal is rooted in the concept of Human Capital and includes initiatives aimed at enhancing NIP's people and culture.</p> 	
<p>1.4 Nurture a Culture of Excellence and High Performance</p>	<p>1.4.1 Institute a functional Performance Management System (PMS)</p>
<p>1.5 Gain Insight into Existing Skills and Competence</p>	<p>1.5.1 Conduct organisational redesign, aligning structure to strategy</p>
<p>1.6 Inculcate a Value-Based Organisational Culture</p>	<p>1.6.1 Institute a values-based organisational culture change</p> <p>1.6.2 Administer biennial employee satisfaction surveys</p>
<p><b>STRATEGIC GOAL 4: ENHANCE STAKEHOLDER AND CUSTOMER CENTRICITY</b></p> <p>This goal is dedicated to building and sustaining strong relationships with stakeholders and customers to uphold consistent quality and trust.</p> 	
<p>1.7 Enhance Stakeholders and Customers Confidence</p>	<p>1.7.1 Administer Biennial Satisfaction Surveys</p> <p>1.7.2 Develop and execute NIP Public Policy Objective Strategy</p>
<p><b>STRATEGIC THEME 5: ENHANCE GOOD CORPORATE GOVERNANCE</b></p> <p>This goal aims to establish a robust framework that promotes transparency, accountability, and ethical conduct in all operations and decision-making processes.</p> 	
<p>1.8 Enhance Compliance and Good Corporate Governance</p>	<p>1.8.1 Institute a Compliance Management System</p>
<p>1.9 Become a "Risk-Intelligent" Organisation</p>	<p>1.9.1 Review and implement an Enterprise Risk Management (ERM) framework</p>
<p>1.10 Enhance internal audits and controls</p>	<p>1.10.1 Institute a Risk-Based Internal Audits framework</p>



# 5

## Strategic Focus for the Remaining Strategic Cycle

Based on the Za Tuka Strategy Mid-Term Review, the following focus areas will guide our efforts for the remainder of the strategic cycle:

### 1. Launching the Centres of Excellence:

As part of our commitment to operational excellence, we intend to establish Centres of Excellence to promote best practices in pathology services.

### 2. Enhancing Digital Solutions:

We will prioritise the development and implementation of digital solutions to streamline operational processes, improving efficiency and service delivery.

### 3. Expanding Workforce Development Programs:

Our training initiatives will be enhanced to support the continuous professional development of our workforce, fostering a culture of excellence.

### 4. Strengthening Stakeholder Engagement:

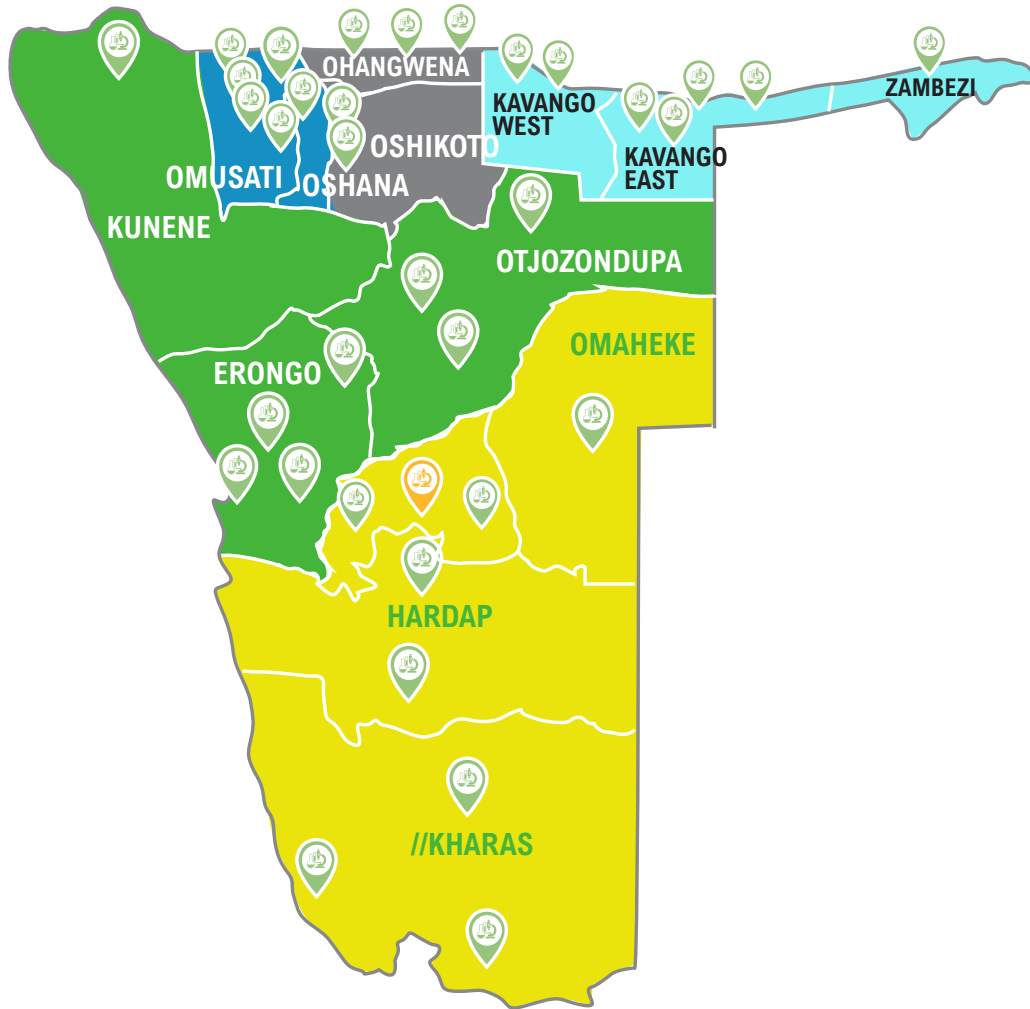
We will implement targeted initiatives to enhance stakeholder engagement, ensuring we remain responsive to their needs and feedback.

### 5. Promoting Transparency and Accountability:

We will reinforce our commitment to good corporate governance by enhancing transparency and accountability mechanisms within the Organisation.

**Figure 2:** below outlines the national footprint of NIP.

## NATIONAL FOOTPRINT



### Windhoek & South

- 1) Katutura
- 2) NIP Windhoek
- 3) Gobabis
- 4) Rehoboth
- 5) Mariental
- 6) Keetmanshoop
- 7) Luderitz
- 8) Karasburg

### WHK Central Ref Lab

- a) Core lab
- b) Anatomical Pathology
- c) Microbiology
- d) Mycobacteriology (TB)
- e) Lab Support Services
- f) Molecular Diagnosis

### Central

- 1) Otjiwarongo
- 2) Okakarara
- 3) Omaruru
- 4) Usakos
- 5) Swakopmund
- 6) Walvis Bay
- 7) Outjo
- 8) Khorixas

### North East

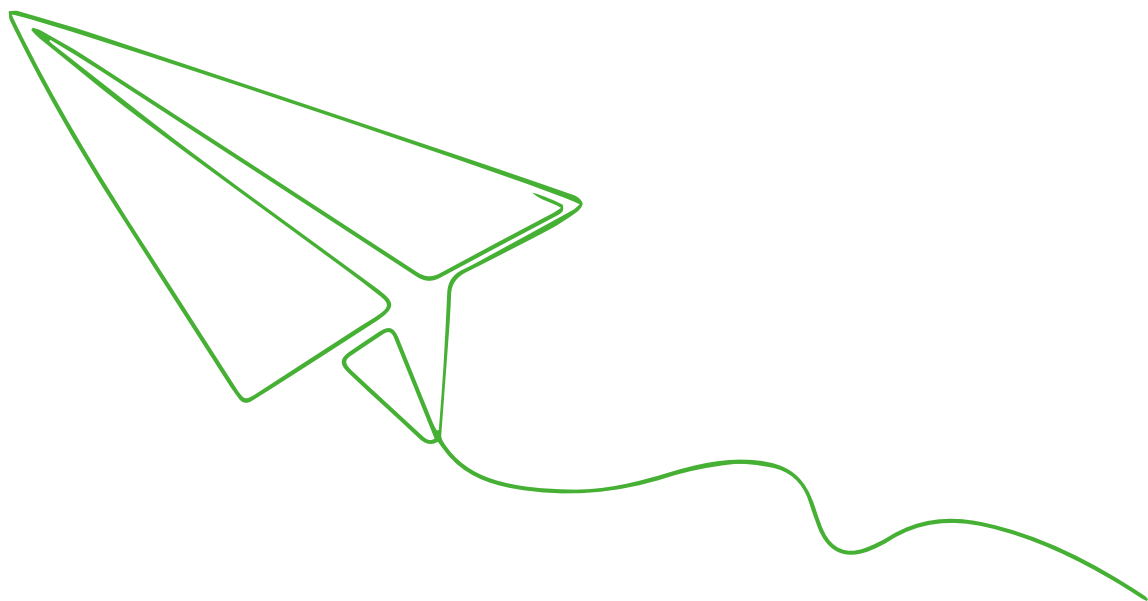
- 1) Rundu Regional Reference Laboratory (RRL)
- 2) Katima Mulilo
- 3) Andara
- 4) Nyangana
- 5) Nankudu
- 6) Grootfontein

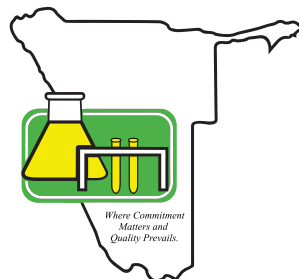
### North Central

- 1) Ondangwa Private
- 2) Onandjokwe
- 3) Engela
- 4) Eenhana
- 5) Okongo
- 6) Omuthiya
- 7) Tsumeb

### North West

- 1) Oshakati RRL
- 2) Ongwediva Private
- 3) Okahao
- 4) Oshikuku
- 5) Tsandi
- 6) Outapi
- 7) Opuwo





## Namibia Institute of Pathology Limited

---

### NIP HEAD OFFICE

📍 Corner of Hosea Kutako and Rowan Street | P.O. Box 277, Windhoek, Namibia

📞 061 295 4200 📠 (061) 255 5566 ✉ info@nip.com.na 🌐 www.nip.com.na

---

FOLLOW US ON:

