



National Payment System

Vision & Strategy

2030

Inclusive Payments,
Shared Prosperity:
Charting the Next Era

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Acronyms

AI	Artificial Intelligence
API	Application Programming Interface
DPI	Digital Public Infrastructure
NDP6	Sixth National Development Plan
NPS	National Payment System
NPS Vision 2025	Namibia National Payment System Vision and Strategy 2021 - 2025
NPS Vision 2030	Namibia National Payment System Vision and Strategy 2026 - 2030
PAN	Payments Association of Namibia
PSM Act	Payment System Management Act, 2023 (Act No. 14 of 2023)
The Bank	Bank of Namibia
VAA	Virtual Assets Act, 2023 (Act No. 10 of 2023)

Governor's Foreword

Every thriving economy shares a quiet yet powerful foundation, the ability for value to move. Behind every purchase, salary payment, business transaction, or remittance lies a payment system that connects people, businesses, and institutions. When that system functions seamlessly, securely, and affordably, it does far more than process transactions, it unlocks opportunity. It enables entrepreneurs to trade, families to participate in the economy, and businesses to invest with confidence. In this way, modern payment systems quietly shape the rhythm of economic life, strengthening financial stability while improving the everyday experiences of citizens.

For Namibia, the continued evolution of the NPS is therefore not merely a technical undertaking. It is a bold expression of national ambition, one that seeks to shape an economy that is resilient, competitive, and seamlessly connected to the opportunities of a rapidly digital world.

Over the past two decades, the Bank, working in close partnership with industry stakeholders, has steadily guided the transformation of the country's payments landscape. Each phase of reform has expanded the possibilities for how Namibians move and manage value. Through the NPS Vision 2025, significant foundations were laid: the legal framework was strengthened, digital payment services expanded, and greater interoperability was achieved across the payment ecosystem. These milestones have positioned Namibia to embrace the next chapter of innovation and inclusion.

The NPS Vision 2030, under the guiding theme Inclusive Payments, Shared Prosperity: Charting the Next Era, now carries that journey forward. It reflects Namibia's broader national aspirations as articulated in the Namibia Vision 2030 and supported by the NDP6, both of which call for a prosperous, industrialised society supported by world-class infrastructure. In today's economy, digital payments have become a critical component of that infrastructure. What once began as tools of convenience have evolved into essential enablers of daily life, supporting activities across sectors as diverse as health, education, agriculture, transport, and commerce. Across the country, expectations are changing, value should move faster, more simply, and more securely than ever before.



Mr. Ebson Uanguta
Governor Bank of Namibia

Within this evolving landscape, the NPS Vision 2030 prioritises a payment ecosystem designed around the needs of its users, recognising that innovation must be matched by deeper trust, broader adoption, and greater resilience across the payments ecosystem. The NPS Vision 2030, therefore, places strong emphasis on user-centred design, while strengthening safeguards that sustain confidence in digital payments. Initiatives such as a National Digital Payment Literacy Strategy, enhanced fraud detection and data-sharing mechanisms, and the continued modernisation of clearing and settlement systems aim to ensure that growth in digital payments is matched by strong consumer protection, operational resilience, and system reliability.



At the heart of every thriving economy is the seamless movement of value. In Namibia, the evolution of the NPS reflects a bold ambition to build a resilient, competitive, and digitally connected economy—where inclusive, fast, and secure payments drive shared prosperity.

Governor's Foreword Continued

At the same time, the Vision seeks to unlock new frontiers of digital enablement. The operationalisation of NAMQR Code and Open Banking Standards will deepen interoperability and expand access to innovative financial services. Instant payments will continue to evolve, while secure API-driven integration across the national digital ecosystem will support developments such as digital identity and Electronic Know Your Customer (e-KYC). Looking ahead, the structured exploration of emerging technologies, including artificial intelligence, quantum computing, and digital forms of money, will ensure that Namibia's payment ecosystem remains forward-looking and globally connected. Enhanced cross-border payment integration will further strengthen Namibia's role within regional financial networks.



The Vision aims to unlock new frontiers in digital payments through NAMQR, Open Banking, instant payments, and secure API integration, while exploring emerging technologies and enhancing cross-border connectivity to keep Namibia's payment ecosystem forward-looking and globally connected.

Collectively, these developments underscore both the opportunities and the responsibilities facing Namibia's payment ecosystem. As payments become increasingly digital, interconnected, and instantaneous, the importance of a clear national direction becomes ever more critical. The NPS Vision 2030, therefore, sets out a bold and forward-looking roadmap, one that seeks to harness innovation while safeguarding stability, accelerate digital adoption while strengthening resilience, and ensure that the benefits of modern payments are shared widely across society.

Ultimately, this Vision is about more than systems and infrastructure. It is about enabling a future where every Namibian, whether an entrepreneur, a farmer, a student, or a business owner, can participate fully in the modern economy. Through the NPS Vision 2030, the Bank reaffirms its commitment to shaping a payment ecosystem that supports inclusive growth, enhances economic competitiveness, and contributes meaningfully to Namibia's long-term prosperity.

A handwritten signature in black ink, appearing to read 'Ebson Uanguta'.

Mr. Ebson Uanguta
Governor
Bank of Namibia

1. Executive Summary

The NPS Vision 2030 provides the strategic framework supporting the continuation of Namibia's payments modernisation journey for the 2026–2030 period. Building on the strong foundation established under the NPS Vision 2025, this Vision articulates a coordinated and forward-looking approach to ensuring that the NPS remains safe, efficient, inclusive, and resilient, while supporting Namibia's broader economic priorities.

Over the past five years, Namibia has achieved significant progress in modernising its payments ecosystem, including

- Enactment of the PSM Act
- Expansion of digital payment services
- Enhanced interoperability
- Adoption of international standards

These reforms have reinforced the Bank's regulatory and oversight mandate and positioned the NPS to respond to rapid technological change, evolving consumer expectations, and increasing regional and global interconnectedness.

The NPS Vision 2030 is firmly aligned with Namibia's national development priorities, including the Namibia Vision 2030, and is shaped by transformative global and regional developments in payment systems. These include the advancement of digital public infrastructure such as instant payments, the introduction of Open Banking and API-enabled ecosystems, the growing participation of fintechs and non-bank financial institutions, the emergence of new forms of digital money, increasingly data-driven regulatory approaches, and rapid advancements in AI and cybersecurity. Together, these forces are redefining the payments landscape and will guide the strategic evolution of Namibia's NPS toward resilience, inclusivity, innovation, and trust.

To guide implementation, the Strategy is anchored on five interrelated Strategic Themes:

01

User-Centricity

02

Trust and Resilience

03

Digital Enablement

04

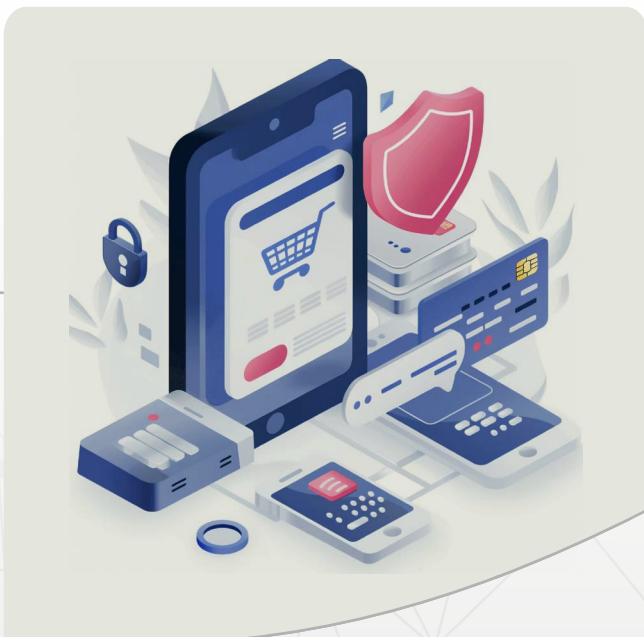
Strategic Foresight & Innovation

05

Knowledge Communities

Together, these themes provide a coherent framework for deepening digital payments adoption, strengthening fraud and cyber resilience, enabling interoperability and cross-border payments, preparing for emerging technologies, and building sustainable skills and institutional capacity across the payments ecosystem.

The NPS Vision 2030 is intended to serve as a central reference point for the Bank, the PAN, and all NPS stakeholders. Its successful implementation will be underpinned by sustained collaboration, shared accountability, and responsive policy execution. Through this Vision, Namibia's NPS is positioned as a catalyst for inclusive growth, economic competitiveness, and long-term national prosperity.



2. Introduction

Since 2000, the NPS Vision and Strategy series has served as the primary strategic framework guiding the development and modernisation of Namibia's payments ecosystem. Through successive iterations, the Vision and Strategy has promoted a coherent and system-wide approach to strengthening the safety, efficiency, and inclusiveness of the NPS, while advancing broader economic and financial sector objectives.

The NPS Vision 2030 reflects a collaborative and forward-looking approach led by the Bank, in partnership with PAN and industry stakeholders, underpinned by scenario planning to support strategic foresight and long-term system resilience. This process was further supported by a Payments Thought Leadership engagement held under the theme "Inclusive Payments, Shared Prosperity." The discussions underscored that the evolution of payments is being driven not only by rapid technological innovation, but also by a transforming Namibian economy, and evolving consumer behaviours and expectations, reinforcing the importance of an inclusive national vision that places shared prosperity at the centre of everyday financial choices.

In light of these developments, the NPS Vision 2030 provides a comprehensive framework to guide policy prioritisation, coordination, and implementation across the payments ecosystem over the next five years. It articulates a forward-looking vision for the payments ecosystem, underpinned by five core strategic themes that will steer implementation over the Strategy horizon. It further sets out the key elements, strategic objectives, success measures, and priority programmes of work required to support coordinated action across the NPS.

The NPS Vision 2030 is intended to serve as a central reference point and strategic roadmap for the Bank, PAN, industry participants and all relevant stakeholders within the NPS. By ensuring that payments modernisation efforts are aligned, coordinated and responsive to national priorities as well as regional and global developments, the collective effort and sustained commitment of all relevant stakeholders will position Namibia to effectively respond to a rapidly evolving payments landscape.



Since 2000, the NPS Vision and Strategy has guided the development of a safe, efficient, and inclusive payments ecosystem in Namibia. Building on this foundation, the NPS Vision 2030 adopts a collaborative and forward-looking approach bringing together the Bank, PAN, and industry stakeholders to respond to technological innovation, a transforming economy, and evolving consumer expectations, while advancing the goal of 'Inclusive Payments, Shared Prosperity' through a coordinated and resilient national roadmap.

3. Review: Achievements of NPS Vision 2025

The NPS Vision 2025 served as a common strategic and policy reference for the Bank, PAN, and stakeholders involved in the operation and oversight of the NPS. By providing clear direction for payments modernisation initiatives, particularly in relation to interoperability, digitalisation, and trust, the NPS Vision 2025 supported alignment with Namibia's digital economy agenda and national development priorities, and laid the foundation for a more modern, inclusive, and efficient payments ecosystem.

Overall, notable progress was realised through sustained collaboration between the Bank and industry stakeholders. These collective efforts translated into meaningful reforms across regulatory, institutional, and technological dimensions of the NPS, significantly enhancing its resilience and functionality. The key achievements realised under this NPS Vision 2025 include:



The enactment and implementation of the Payment System Management Act, 2023 (PSM Act), established a comprehensive and forward-looking legal foundation for the NPS and formally consolidated the Bank's mandate as the sole regulator and overseer of the NPS. The PSM Act has been transformational in modernising Namibia's payments landscape by creating a clear, coherent and future-oriented framework that supports innovation, technological advancement, and new digital payment models. Its implementation further triggered extensive regulatory reform to align and modernise the broader NPS framework. Since its commencement, the NPS has experienced a notable increase in non-bank financial institutions, alongside the expansion of services such as merchant acquiring, payment facilitation, QR Code-based acceptance, and other digital payment solutions. The PSM Act has also enabled innovation in areas such as secure data-sharing and API integration, which supports initiatives such as Open Banking. Participants have enhanced API-enabled channels and strengthened interoperable payment capabilities. Collectively, these developments illustrate a more diverse, competitive, and digitally enabled payments ecosystem anchored in the modern legal foundation established by the PSM Act.



The enactment and implementation of the Virtual Assets Act, 2023 (Act No. 10 of 2023) (VAA), established a dedicated and comprehensive legal framework to govern virtual assets and virtual asset service providers in Namibia. The VAA marks a strategic step in positioning Namibia to harness the opportunities presented by digital assets and distributed ledger technologies, while providing regulatory clarity and certainty to market participants.



Introduction of the Financial Technology (FinTech) Innovation Regulatory Framework and the establishment of the Bank's Innovation Hub, strengthening the payments landscape by providing a structured pathway for the testing and integration of new payment products and services, while ensuring appropriate regulatory oversight and risk management within the NPS. The Innovation Hub has observed growing engagement from fintech firms seeking guidance and testing opportunities, demonstrating increased innovation activity.



Revision of the Determination on Issuing of Electronic Money in Namibia (PSD-3), to broaden the scope and functionality of electronic money (e-money) wallets, enabling access to savings, investments, credit, and insurance products. Through enhanced product offerings and expanded functionality, e-money is positioned as a foundational enabler for deepened digital payment adoption. Notable ecosystem developments include wallet-to-wallet on-send functionality and the introduction of short-term credit services. These advancements demonstrate the tangible impact of the revised framework.

Review: Achievements of NPS Vision 2025 Continued



Issued the Directive on E-Money Interoperability through the implementation of the Instant Payment Switch (IPS) in the National Payment System (PSDIR-11), establishing the IPS as a national public utility to enable seamless and interoperable e-money transactions across participating institutions. Industry participants are progressing implementation efforts to operationalise the Directive to realise e-money interoperability and expand digital financial services.



Finalisation of the Open Banking and Namibia Quick Response (NAMQR) Code Standards, supporting interoperability, competition, and innovation across the payments ecosystem. The development of these standards was undertaken in close collaboration with industry participants, with the objective of modernising the NPS, improving efficiency across payment value chains, and enabling seamless integration between ecosystem players.



Issuance and implementation of the Determination on the Conduct of Electronic Funds Transfer in the National Payment System (PSD-9), undertaken in collaboration with industry participants to strengthen oversight and risk management of electronic funds transfer (EFT) transactions within the NPS. Through coordinated system enhancements and routing adjustments by payment service providers, domestic EFT debit and credit transactions are processed through Namibian clearing and settlement systems, while cross-border EFT transactions are directed through approved regional or international payment channels, thereby clarifying and reinforcing the differentiated treatment of domestic and cross-border transactions under the NPS.



Issuance of the Directive on the Regularisation of Cross-border Low-Value Electronic Funds Transfers within the Common Monetary Area (CMA) (PSDIR-10), promoting efficiency, innovation, and regional integration. The Directive mandates that all low-value electronic funds transfers within the CMA be processed through the approved regional retail payment system.



The successful implementation of the ISO 2022 Messaging Standards was achieved through coordinated industry-wide migration efforts, reflecting strong collaboration across the payments ecosystem. The transition has enhanced data richness, strengthened compliance and reporting capabilities, and improved operational efficiency in payment processing.



Successful integration of the Central Securities Depository (CSD) into the domestic settlement system, marking a significant milestone towards the dematerialisation and settlement of securities, and advancing the modernisation of Namibia's capital markets infrastructure through coordinated efforts between the CSD, industry participants, and the Bank.

4. The Namibian National Payment System

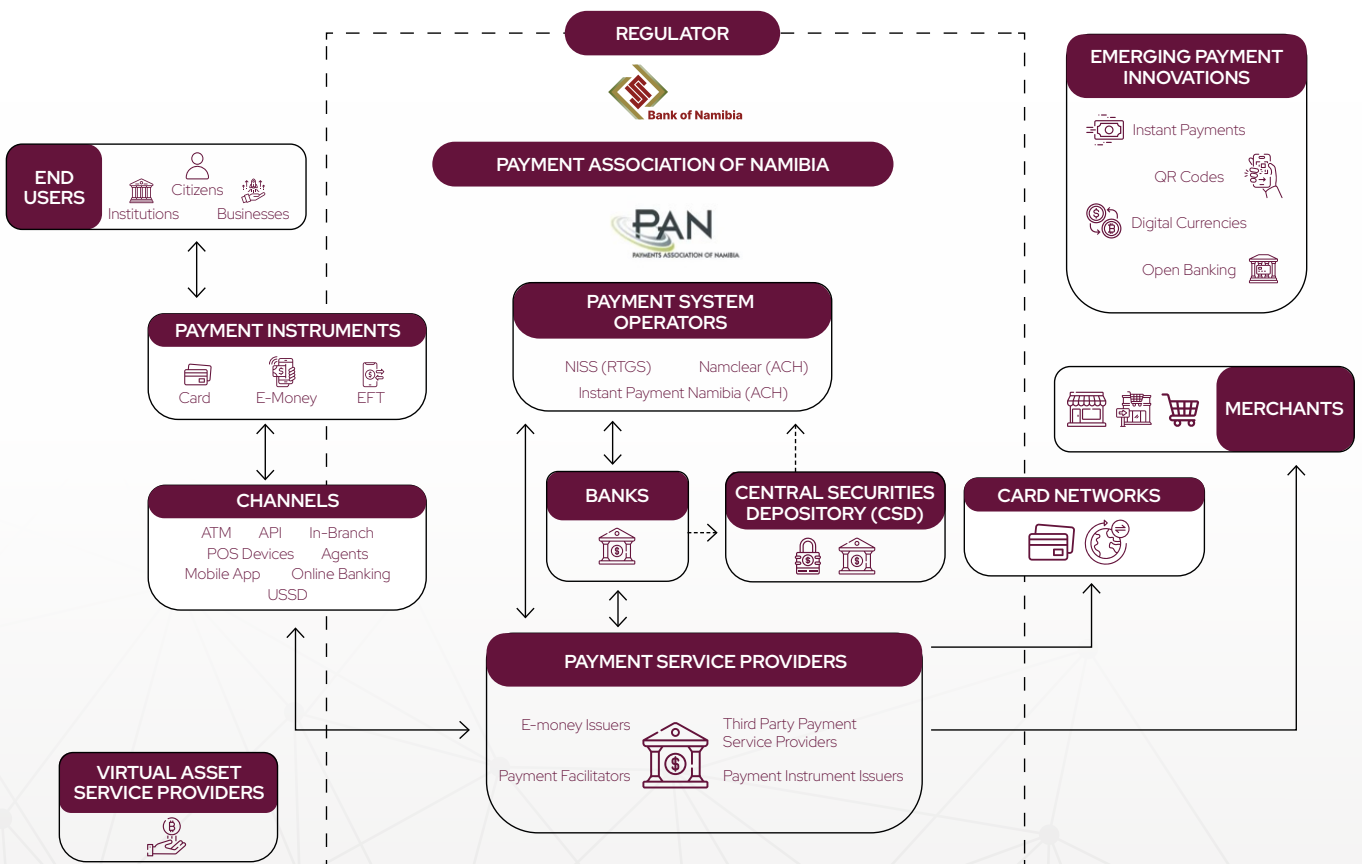
4.1 Structures and Stakeholders of the Namibian NPS

Namibia's NPS comprises of the payment, clearing, and settlement systems, together with the rules, standards, arrangements, legal frameworks, technologies, instruments, and institutions that enable the processing and transfer of funds and securities within the economy. The NPS brings together a broad range of stakeholders, including the Bank as the regulator and overseer, PAN as the payment association, banking and non-bank financial institutions, payment system operators, technology providers, and end users. Collectively, these participants support a secure, efficient, and inclusive payments ecosystem that underpins economic participation and financial activity.

At the core of the NPS is the Namibia Interbank Settlement System (NISS), which provides real-time gross settlement services for high-value and time-critical payments, ensuring finality of settlement in central bank money. Retail payment transactions, including EFT and card payments, are switched and cleared through the Automated Clearing House (ACH), Namclear. The instant payment switch operated by Instant Payment Namibia will further enhance interoperability across e-money issuers and support the expansion of instant digital payments. Overall, these infrastructures and institutional arrangements form an integrated and resilient NPS that supports efficiency, innovation, and public confidence, and provides a strong foundation for the continued evolution of digital payments in Namibia. PAN plays a coordinating role by:

- ➔ Promoting collaboration
- ➔ Standardisation
- ➔ Alignment among participants.

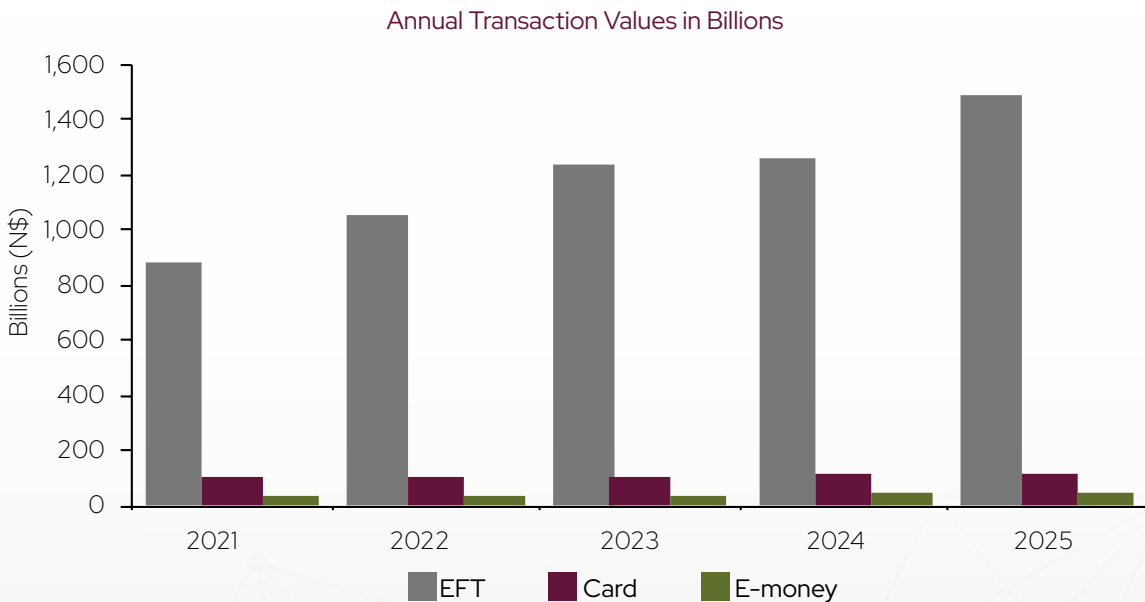
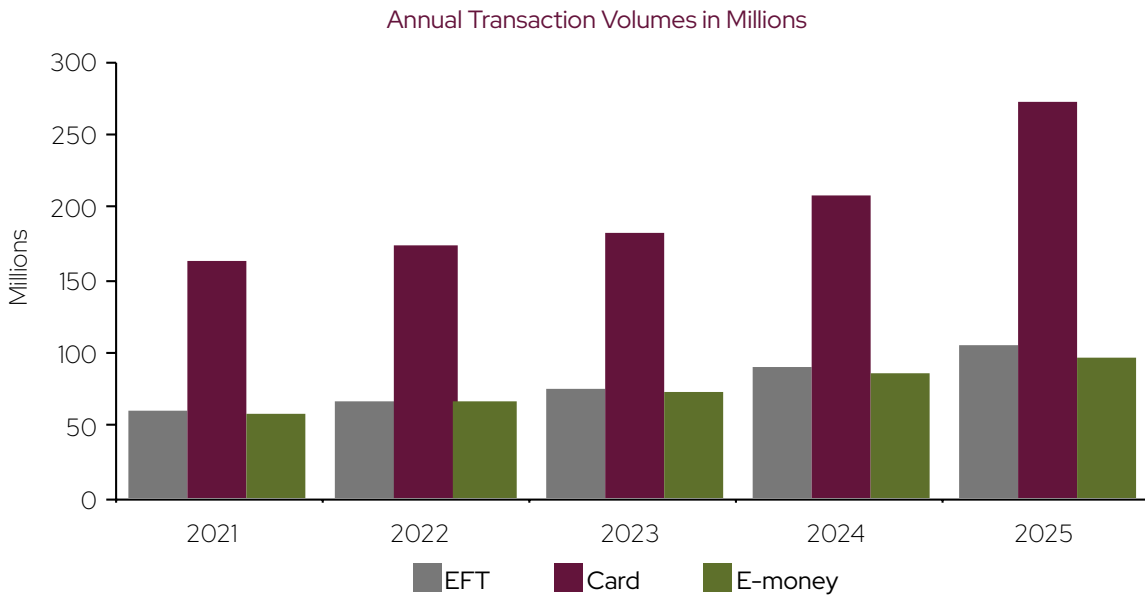
Figure 1: The Namibian NPS Ecosystem



4.2 Payment Instruments: Types, Volumes and Values, Key Trends

Over the past five years, Namibia's payments landscape has undergone a significant transformation. Continued growth in the volume and value of digital payments signals a shift toward digital transactions, but also growing public confidence in modern payment methods. This momentum confirms the central role of digital payments as a driver of inclusive and sustainable economic development. As illustrated in Figure 2, the steady upward trajectory of payment activity over the review period reflects the deepening integration of digital payments into everyday economic life. Looking ahead, this growth is set to accelerate further, fuelled by expanding interoperability, continued digitalisation across sectors, and the progressive rollout of instant payment capabilities, positioning Namibia's payment ecosystem for its next phase of innovation and expansion.

Figure 2: NPS Payment Trends



5. Regional and Global Payments Evolution

Namibia's NPS is evolving within a dynamic and fast-changing regional and global payments environment. The NPS Vision 2030 is shaped by powerful payment megatrends that are redefining how payment systems are designed, delivered, and governed. Driven by rapid technological progress, shifting user expectations and coordinated international reform initiatives, the below forces are transforming the payments landscape and providing essential perspective for the strategic direction of Namibia's payments ecosystem.



Shift Toward Smart, Data-Driven Regulation:

Regulatory authorities are increasingly adopting technology-enabled, risk-based supervisory models (SupTech and RegTech) to strengthen oversight, enhance compliance, and support innovation without compromising stability.



Advanced Artificial Intelligence (AI), Quantum & Supercomputing:

Rapid advances in agentic artificial intelligence, quantum computing, and supercomputing will transform economies in the coming years, requiring payment systems to adapt accordingly. These technologies offer powerful opportunities to enhance efficiency, fraud prevention, risk analytics, liquidity management, and overall system performance, while also transforming user experience and enabling new, more inclusive payment services. At the same time, they introduce profound implications for cybersecurity, which is a critical foundation for a resilient digital ecosystem. Harnessing these capabilities responsibly, underpinned by strong governance, robust safeguards, and forward-looking cyber-resilience strategies, will be critical to preserving trust, stability, and public confidence in the NPS.



Regional and Continental Integration: Global and regional initiatives are accelerating improvements in cross-border payments, making them faster, transparent, and affordable. These efforts are strengthening regional integration and unlocking new trade and investment opportunities.



Digital Public Infrastructure (DPI): Countries are increasingly deploying national digital public infrastructure, including digital identity, instant payment systems, and data-sharing frameworks as foundational enablers of financial inclusion, innovation, and digital economic growth.



Advancing Sustainable Business Continuity in the Payments Ecosystem:

The growing demand for continuous, real-time payment services requires strengthened and sustainable continuity frameworks. This includes the proactive evaluation of infrastructure and operational arrangements to safeguard uninterrupted operations, reinforce system resilience, and maintain a robust NPS.



Emergence of New Forms of Digital Money:

Central bank digital currencies (CBDCs), stablecoins, and other digital value instruments are reshaping the concept of money itself, with profound implications for monetary policy, financial stability, and payment system design.

6. Strategic Overview

Grounded in national priorities, informed by developments in the domestic payments environment, and aligned with regional and global payments evolution, the Strategic Themes form the guiding architecture of the NPS Vision 2030. They place user needs at the centre of the payments ecosystem, reinforce safety, trust, and operational resilience, promote efficiency and innovation, and strengthen governance and collaboration across stakeholders.

Together, these themes provide an integrated framework for advancing digital payments and deepening Namibia's participation in regional and international payment systems. The Strategic Themes outlined below articulate the core policy and operational priorities that will shape the coordinated delivery of the NPS Vision 2030 in the years ahead.

Mandate

To ensure the safe, secure, efficient and effective operation of the NPS.

Vision

To foster an inclusive, resilient, and innovative payments ecosystem that enables shared prosperity and positions Namibia as a leader in digital payments.

Strategic Themes

User-Centricity

Users are placed at the centre of the digital payments ecosystem, with measurable user impact embedded as a core design principle across payment infrastructure, regulatory frameworks, and oversight mechanisms. Through human-centred design, behavioural insights, and data-driven monitoring, the NPS will deliver demonstrable improvements in trust, security, accessibility, and overall user experience. By institutionalising user impact assessments, leveraging anonymised ecosystem data, and aligning public education and financial literacy initiatives with clear behavioural objectives, the NPS will promote safe, informed, and inclusive digital payment adoption.

Trust and Resilience

Building a resilient and secure NPS, this theme focuses on strengthening payment systems through a coordinated, system-wide approach to resilience, security, and operational integrity. The NPS will adopt a more integrated and coordinated resilience model that addresses fraud, cyber threats, operational disruptions, and systemic interdependencies across the ecosystem. Through enhanced risk standards, structured sector-wide information sharing, and continuous regulatory refinement, the NPS will strengthen its capacity to prevent, detect, and respond to emerging threats.

Digital Enablement

Driving widespread adoption and effective use of digital payments, this theme focuses on advancing the NPS through the development of an open, integrated, and innovation-driven digital payments ecosystem. This theme focuses on strengthening digital rails, standards, and connectivity mechanisms that enable seamless participation by the industry. Through the operationalisation of interoperable NAMQR Code, Open Banking and Open Finance Standards, instant payment capabilities, and cross-border payment linkages, the NPS will enhance ecosystem integration, competition, and scalable digital service delivery.

Our Values

- Inclusive
- Trusted
- Efficient
- Striving for Excellence
- Innovative
- Future-ready

Strategic Foresight and Innovation

Building readiness for emerging payment technologies, the theme focuses on embedding a structured strategic foresight and innovation within the NPS to ensure long-term relevance, competitiveness, and resilience in an evolving technological landscape. This theme promotes the active exploration of opportunities presented by innovations such as digital platforms, artificial intelligence, advanced computing technologies, and evolving forms of digital money. These efforts will support the responsible integration of innovation while maintaining system integrity, financial stability, and public trust.

Knowledge Communities

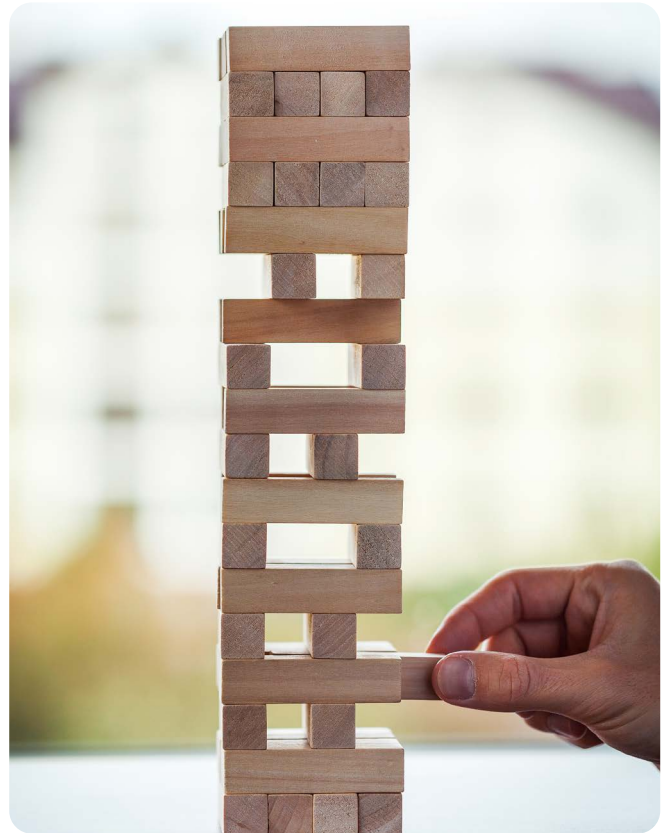
A strong and future-ready payments ecosystem depends on skilled resources, coordinated institutions, and effective collaboration. This theme advances the systematic strengthening of institutional capability across the payments landscape by enhancing technical proficiency, deepening policy and research capacity, and embedding a culture of innovation throughout the sector. Through structured capacity development programmes, strengthened coordination mechanisms, and active participation in regional and international forums, the payments ecosystem will reinforce institutional competence and collaborative effectiveness.

7. Implementation and Monitoring

The NPS Vision 2030 is conceived as a living framework to guide the continued development and modernisation of Namibia's payments ecosystem. Implementation will be driven through coordinated action by the Bank, PAN, and NPS industry participants, in accordance with the Strategic Themes, objectives, and programmes of work articulated in this document. An industry-coordinated Action Plan will be developed to operationalise the NPS Vision 2030. The Action Plan will clearly articulate priority initiatives, sequencing across the strategic horizon, defined milestones, and assigned accountabilities. This Action Plan will serve as a supplementary document to the NPS Vision 2030, providing a structured roadmap for effective execution, coordination, and ongoing monitoring. In recognition of the

- Dynamic policy
- Economic environment
- Social environment
- Technological environment

in which the payments system operates, implementation of the Strategy is subject to bi-annual reviews. These reviews assess progress against agreed actions and milestones, identify emerging risks and implementation challenges, and inform any necessary adjustments to priorities, sequencing, or delivery approaches. The bi-annual review process supports effective and responsive implementation, while ensuring continued alignment with Namibia's broader development objectives and consistency with regional and global payment system development.




A coordinated, industry-led Action Plan will operationalise the NPS Vision 2030, outlining priority initiatives, timelines and accountabilities will be supported through ongoing collaboration across stakeholders and guided by bi-annual reviews to ensure responsiveness to evolving policy, economic, social and technological developments, while maintaining alignment with national and regional objectives.

Annexure: Strategic Themes, Goals, Strategic Initiatives and Success Indicators

Table 1 below provides an overview of the planned 2030 strategic outcomes, together with associated success indicators and indicative strategic initiatives, which may be refined through the bi-annual review process.

Table 1: Strategic Themes, Goals, Strategic Initiatives and Success Indicators

Strategic Theme	Goals	Key Strategic Initiatives	Key Success Indicators
 <p>User-Centricity</p>	<p>Embed user-centred design and behavioural intelligence into the NPS to drive trusted, secure, and inclusive digital payment adoption.</p>	<p>Develop and implement a National Digital Payment Literacy and Fraud Awareness Strategy.</p>	<p>Sustained growth in active digital payment usage across user segments, supported by enhanced trust, safety, and confidence in the adoption and use of digital payment services.</p> <p>Sustained reduction in digital payment fraud incidences and security-related complaints, reflecting strengthened user protection and system integrity.</p>
		<p>Conduct a Consumer Payments Choice and Behaviour Survey to generate data-driven behavioural insights that inform and guide the implementation of NPS modernisation programmes.</p>	
		<p>Promote the adoption and usage of digital payments.</p>	
 <p>Trust and Resilience</p>	<p>Strengthen system-wide fraud prevention, cybersecurity, and operational resilience to safeguard the integrity and continuity of the NPS.</p>	<p>Develop and operationalise a National Payments Fraud and Cybersecurity Strategy to strengthen trust, enhance threat awareness, and institutionalise coordinated fraud and cybersecurity response mechanisms, including initiatives such as convening a Fraud and Cybersecurity Symposium.</p>	<p>Sustained year-on-year reduction in payment fraud incidents and cybersecurity breaches within the NPS, supported by strengthened sector-wide collaboration, the establishment of coordinated platforms for data and information sharing, and the implementation of effective fraud-mitigation and cybersecurity controls.</p>
	<p>Enhance the resilience, efficiency, and interoperability of payment infrastructure to ensure a secure, reliable, and high-availability payment infrastructure.</p>	<p>Explore and implement offline payment capabilities, continuity protocols for the NPS, and alternative domestic payment solutions to enhance system resilience and ensure the continued availability of payment services during disruptions.</p>	<p>Streamline and always-on payment capabilities.</p>
		<p>Continuous modernisation and optimisation of clearing and settlement systems to enhance efficiency, reinforce resilience, and support future-ready payment operations.</p>	<p>Successful implementation of approved clearing and settlement system modernisation programmes.</p>

Annexure: Strategic Themes, Goals, Strategic Initiatives and Success Indicators

Continued






Table 1: Strategic Themes, Goals, Strategic Initiatives and Success Indicators

Strategic Theme	Goals	Key Strategic Initiatives	Key Success Indicators
	To enable a digitally integrated payments ecosystem through modern infrastructure, inclusive participation, and innovative solutions.	Digital Payments Acceleration Programme: To enable a modern, interoperable digital payments ecosystem that improves customer experience and drives economic connectivity.	Deepened digital payment adoption, evidenced by sustained year-on-year growth in digital payment usage.
		Operationalisation of NAMQR Code Standards.	
		Operationalisation of the Open Banking / Finance Standards.	
		Adoption and sustained growth of instant payments.	
 Digital Enablement	Embed Digital Public Infrastructure integration within the NPS.	Implementation of the National Digital Public Infrastructure initiatives, such as supporting digital identity integration within the NPS to enable secure and efficient e-KYC, strengthen compliance, and modernise inclusive digital onboarding.	Successful implementation and operational integration of DPI capabilities within the NPS.
		Enable secure, interoperable API-driven integration across the national digital ecosystem in Namibia.	
	Cross-border payments	Implement and integrate approved cross-border payment platforms to enable seamless, interoperable cross-border transactions that support the efficient movement of trade.	Improved speed, transparency, and cost-effectiveness of cross-border payments across regional corridors.
		Implement cross-border fast payment interlinkages.	
		Advance the continuous modernisation of clearing and settlement systems to strengthen business continuity and operational resilience for cross-border transactions.	

Annexure: Strategic Themes, Goals, Strategic Initiatives and Success Indicators

Continued

Table 1: Strategic Themes, Goals, Strategic Initiatives and Success Indicators

Strategic Theme	Goals	Key Strategic Initiatives	Key Success Indicators
 <p>Strategic Foresight and Innovation</p>	Proactive policy readiness and regulatory response for emerging payment technologies that preserve stability while enabling innovation	Undertake a structured assessment to evaluate the risks, opportunities, and systemic implications of artificial intelligence, including agentic AI and tokenisation within payment systems.	Active exploration of emerging payment technologies within the NPS, supported by the establishment of appropriate frameworks and guidance for their responsible adoption, as evidenced by: <ul style="list-style-type: none">  Timely publication of formal strategic or policy positions.  Completion of impact assessments where appropriate.  Participation in relevant regional or global pilot and sandbox initiatives.
		Explore opportunities and implications presented by quantum computing for cybersecurity and system resilience within the NPS, including strategies to strengthen long-term technological preparedness.	
		Establish a clear strategic position on emerging forms of digital money, including stablecoins.	
Advance future-fit, smart regulation that fosters innovation to maintain stability and integrity in the NPS.	Advance proactive regulatory enablement that responds to the emerging evolution of the NPS.	Timely review and issuance of regulatory instruments in response to identified market and technological developments within the NPS.	
 <p>Knowledge Communities</p>	Payments Industry Skills Enablement	Formalise structured training, certification, and knowledge-sharing programmes to build sustainable sector-wide expertise, including collaboration with Namibian universities to develop a comprehensive banking and payments curriculum.	Catalyse sustainable growth of the payments sector through industry-wide training and capacity development.
		Increased engagement at regional and global forums for collaboration, learning, and partnerships.	
	Foster Co-opetition	Balanced collaboration and competition across the payments ecosystem, measured through joint industry initiatives, interoperability coverage, market competition indicators, and cost-to-serve efficiencies.	Promote a collaborative and competitive payments ecosystem that drives innovation, interoperability, and efficiency.

