

TRANSFORMATIONAL STRATEGIC PLAN (2017-2022)



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GLOSSARY OF TERMS

BSC	Balanced Scorecard Framework
CAPEX	Capital Expenditure - funds used by a company to acquire or upgrade physical assets such as property, industrial buildings or equipment. It is often used to undertake new projects or investments or investments by the company.
The City / Council	Refers to the City of Windhoek as represented by Council
Corporate Scorecard	A high-level performance management tool used to translate an organisation's strategy into measurable performance areas, indicators and targets for a specific period.
DFI	Development Funding Institution
FY	Financial Year
GRN	Government of the Republic of Namibia
HPP	Harambee Prosperity Plan: Namibia's Action plan towards prosperity for all citizens.
IBP	Integrated Business Plan: The strategic plan of the City for the period 2011 – 2016.
IPSAS	International Public Sector Accounting Standards
KPA	Key Performance Area: Group of KPIs that are aggregated to determine the broader performance area of performance interest.
KPI	Key Performance Indicator is a metric used to evaluate/measure crucial success factors of an organisation usually derived from the KPA.
KRC	Khomas Regional Council
King IV	King Code of Governance Principles for South Africa (King IV, 2016)
MISSION	Mission (M): A mission is a statement of the reason or reasons for the existence of the City, the ultimate purpose it serves in society, and the boundaries (i.e. social, political, economic, spatial) within which it operates.
VISION	Vision (V): A vision statement provides strategic direction and describes what the City's leadership wants the organisation to achieve in the future.
VALUES	Values (V): Values (also "core values") are the basis upon which the leadership of the City make decisions, plan strategies, and interact with each other and their stakeholders. Core values reflect what is important to the City and its members. (Note: A stakeholder is any person or organisation that is affected by the decisions of the City).
MOU	Memorandum of Understanding

NDP5	The Fifth National Development Plan of Namibia is part of a series of seven consecutive five-year strategic plans that the country has embarked upon to reach its objectives contained in the Vision 2030 strategy and plan.
PMS	A Performance Management System is designed to assist the management team of the City to control operations to guide work effort into a common direction for the purpose of achieving strategic results. A PMS can be paper-based, electronically based, or, a blend of both. As a system that controls performance, it needs to contain a method that can be consistently replicated and which is accepted by the organisation as the preferred way of managing how it performs relative to its planned goals.
Scorecard	A management tool that comprehensively measures the performance of an organisation
SDA	Service Delivery Agreement: an agreement between KRC and the City on the service delivery areas for which both institutions are responsible.
SDF	Spatial Development Framework: The co-ordination of practices and policies affecting spatial organisation (or urban planning). Spatial planning aims to guide the use of land within the geographic boundary of the City and is significantly impacted by the spatial planning as guided by the Khomas Regional Council and other local level institutions.
Strategic Intent	Shared Vision, Mission, Values and Strategic Objectives of the City in striving to achieve targets that stretch the boundaries of current performance. It also focuses on the type of culture being cultivated within the City by way of engaging leadership and staff to work innovatively, and efficiently with the aim of improving service delivery to residents.
Strategic Theme	Describes a process/journey/roadmap towards achieving a specific impact or outcome that is defined in the broadest of terms (e.g. public sector organisations typically aim to make an impact that affects the economy, society, politics and environment).
Strategy Map	Strategy Map Tool used within the Balanced Scorecard Framework
SMART Principle	SMART is the acronym for “Specific, Measurable, Agreed, Realistic and Time-based” principles used in defining performance indicators that measure the achievement of goals.
SWOT	An analysis that is conducted to determine the Strengths, Weaknesses, Opportunities and Threats facing an organisation.
TIPEEG	Targeted Intervention Programme for Employment and Economic Growth
Transformational Strategic Plan 2017-2022 – (TSP 17/22)	Strategic framework that guides decision-making within the organisation and articulates the City’s transformational intent for the next five years.
Vision 2030	Namibia’s long-term plan to create an industrialised nation by the year 2030

MAYORAL FOREWORD

The City of Windhoek plays a unique role in the social and economic success of Namibia, as the capital city, seat of Government and centre of international networks. This places a significant responsibility on and expectation from the City in terms of contributing towards nation-building and setting trends for other local authorities in the country. Therefore our role is to ensure that our communities' expectations are met by rendering services and programmes that address their diverse socio-economic needs.



Cllr. Muesee Kazapua
MAYOR

To this end, the City has been creating a robust and accountable governance structure. The strategic planning process which, led to this document: *Transformational Strategic Plan (2017–2022)*, commenced in September 2016, following the end and subsequent review of progress made against the *Integrated Business Plan (IBP): 2011-2016*. The process was a collaborative engagement that included the Khomas Regional Council and our community at large. We spent many hours working together to define our strategic focus areas as a Council and, to identify where we are going and what we want to accomplish during the next five years and beyond. The Council accordingly set the five year strategic intent detailed in this document to reflect the needs and expectations of the community and Council's implementation plan.

In addition, the City embraces its role in contributing towards Namibia's development goals as per Vision 2030 and National Development Plan (NDP) 5. *The Transformational Strategic Plan (2017–2022)* therefore complements Namibia's dream of prosperity, as articulated in the Harambee Prosperity Plan (HPP) launched by the President of the Republic of Namibia, His Excellency, Hage G. Geingob in 2016, and which supports the ethos of the African Union (AU) Agenda 2063.

Our strategic plan is also unique in that it is coupled with our annual budgeting cycle, allowing us to align the strategic projects and resource needs accordingly. We are particularly excited about the next chapter in the City's transformational trajectory as we embrace a 'smart cities' concept and redirect our efforts towards rendering efficient and effective services. The theme of Governance as articulated in the City's Corporate Scorecard and discussed in detail in this document underpins our commitment to improved service delivery. Furthermore, the next five years will see significant strides made in turning around the City's financial standing through several initiatives and strategies as captured under the theme of Financial Sustainability.

It is evident that the City's mandate comes with many unique challenges and responsibilities that require consistent and bold action, prudent financial stewardship and vested stakeholder commitments over the next five years. As a result, a Memorandum of Understanding (MOU) with the Khomas Regional Council (KRC) forms part of the City's service delivery agenda, especially regarding sourcing of funding for critical projects. The next two to three years, in particular, present significant opportunities for growth if we are to become a Smart and Caring City by 2022.

Finally, as we present our plan we are grateful to all those who contributed to its creation.

I would especially like to thank the Strategy and Performance Management Team and Mr. Fillemon Hambuda the then Acting Chief Executive Officer, who led the initial planning phase in September 2016, as part of the Mayoral 6-month Priority Agenda. I would also like to commend Mr. Robert Kahimise, our Chief Executive Officer who joined the City in February 2017 and who has diligently spearheaded the process thereby culminating into the development of this document. Equally, I recognise the contributions made by the Khomas Regional Council with whom we share mutual service delivery responsibilities. I am encouraged and thankful that we recognise and appreciate the importance of our inter-dependency in delivering service to our people.

Let us, therefore, fully commit ourselves to conscientiously implement our strategic plan to realise our collective vision. Now is the time to make a meaningful impact in the lives of the ordinary residents and showcase Windhoek as the gateway to endless possibilities.



Cllr. Muesee Kazapua
MAYOR
July 2017

OVERVIEW BY THE CHIEF EXECUTIVE OFFICER

Formulating the City's strategic intent for the next five years started in September 2016 through a joint strategic planning session with the Khomas Regional Council (KRC). This joint session identified priority areas of mutual interest including service delivery for the Khomas Region and funding for related projects.

A subsequent strategic planning session took into account past performance and anticipated demands for improved service delivery from an increasingly knowledgeable and sophisticated customer base.

The limited rainfall in 2016 exacerbated the ongoing water crisis which in turn contributed to the rising bulk water supply costs. The City experienced one of the worst periods of pressure for land delivery which reached its peak in 2015, resulting in mass land applications. This resulted in redirecting the City's already stretched resources.

Along with these challenges are the national development goals as articulated in Vision 2030, the Harambee Prosperity Plan and more recently, the fifth National Development Plan (NDP5). Although the City of Windhoek's strategic plan is aligned to the said national development agendas and specifically, the Harambee Prosperity Plan regarding the fundamental themes, the City has also mapped out a deliberate strategy with specific targets and performance indicators. The strategies address the more proximate and burning issues of financial sustainability and governance, within the first two years of the strategic period starting 1 July 2017. The middle to latter part of the strategic period offers more optimistic projections.

I am confident that the City's strategic intent for the next five years reflects the realities (both inherited and anticipated) and, deliberately errs on the side of caution with a need to increase internal effectiveness/productivity and optimise leadership and technological capabilities, as an offset for generating more revenue opportunities. As a result, the Corporate Scorecard highlights key performance areas over a five-year period with specific annual performance indicators and targets against which the Council will be held accountable.

The first two years of the strategic plan set the base for a sound turn-around strategy with clear governance and financial rescue and strategic funding plans. In addition, certain key performance areas are henceforth non-negotiable such as the achievement of clean audits every year and the envisaged Stand Audit which has a direct bearing on the City's revenue collection potential and is discussed in detail in Chapter 2.

The strategic period 2017 - 2022 also revisits the theme of Social Progression with clearer performance measures that focus on the provision of access to essential services within the informal settlements. Lessons learned from the previous strategic period, necessitate the need to prioritise this theme in partnership with the major stakeholders given the renewed emphasis on socio-economic upliftment.



R. N. Kahimise
Chief Executive Officer



Furthermore, economic advancement objectives will feature more prominently regarding youth development, growing the local economy and encouraging growth versus the crippling effect of continued water restraints on the side of NamWater - the bulk water supplier - and GRN. This is expected to last throughout the strategic period.

Housing and Land Delivery have been identified and listed as a top priority in the Corporate Scorecard. However, it must be noted that the City's targets are purposely conservative during this strategic period given the current financial, human capital, technological and expertise constraints. Nevertheless, the City remains committed to achieving its targets given the critical nature of Housing and Land Delivery. Our challenge is thus to be innovative, think out-of-the-box and foster a platform for creative, consultative and cross-functional pollination of ideas from all stakeholders.

Residents of Windhoek can look forward to new and exciting projects such as the renewable energy (e.g. solar and wind) and waste-to-energy power plants, expected to generate 50 and 5 Megawatts (MVA) respectively, during the strategic period. In keeping with the City's new vision which is to be a Smart and Caring City by the year 2022, the City's Information Communication Technology (ICT) footprint has been elevated to the corporate level. Also, key projects have been identified and focus on improved business systems, business continuity and the implementation of a paperless business environment. These initiatives are aimed at improving customer service which now receives primary attention by way of rendering simpler, faster, friendlier, efficient and meaningful service to all customers. In addition, the formalisation of informal settlements receives high priority and includes the provision of additional pay-points for residents to access services. Also high on Council's agenda is urban agriculture which will also be rolled-out during the next strategic period. This initiative is a key focus area under the Spatial Development Framework, which is envisaged to be completed within the 2017/18 financial year.

As the newly appointed Chief Executive Officer, I pledge to restore the name and the image of the City of Windhoek to its former glory and usher in a new, dynamic, smart and responsive value proposition to residents, stakeholders, visitors and investors. Windhoek's growing population, demand for land, housing and access to basic services, especially, in informal settlements, are an indication that the City of Windhoek needs to adopt an innovative approach. I believe the strategy we have set forth towards becoming a smart and caring city is in response to our residents' needs. We are, indeed, on a transformational journey.

The City is at a critical point and faces several tough decisions in the upcoming financial year. Significant changes to our business and funding models are anticipated along with some strategic leadership resource planning adjustments. The Transformational Strategic Plan (2017 - 2022) embraces the spirit of change regarding the City's practices, processes, governance, performance, technology and human capital capabilities. Our roadmap for the next five years is the culmination of extensive internal and external stakeholder consultations, organisational assessments and the current financial constraints and customer expectations. The first two financial years (2017/18 and 2018/19) are critical with regard to the City's turn-around strategy and ensuring that we regain our financial sustainability.

Finally, the themes Financial Sustainability and Governance and Social Progression, Economic Advancement and Infrastructure Development are aimed at ushering in the City's transformation towards becoming a smart and caring city. As indicated earlier, these themes are derived from the Harambee Prosperity Plan Pillars and deemed the most appropriate regarding the City's mandate and stakeholder expectations.

I am confident that the City will achieve its goal of becoming a Smart and Caring City by 2022 through absolute dedication and commitment of staff, a sound financial base, strong political will and responsive structures, processes and systems.



R. V. Kahimise
CHIEF EXECUTIVE OFFICER
July 2017

INTRODUCTION

The City's *Transformational Strategic Plan (2017-2022)* is the principal strategic framework that guides decision-making within the organisation and helps focus the City's efforts on core business and budget priorities. It also communicates the City's strategic intent translated into the vision, mission, values, themes, strategic objectives and annual plans and targets over a five-year period.

The (*Integrated Business Plan-IBP 2011 – 2016*) which ended in 2016 necessitated the formulation of a new strategy. The *Transformational Strategic Plan (2017–2022)* highlights areas of mutual interest with the primary stakeholders (i.e. Government of the Republic of Namibia, Khomas Regional Council-KRC) and highlighting, among other things, funding for various strategic initiatives and capital projects. These mutual areas of interest also form part of the National Development Goals encompassed in three development frameworks namely, Vision 2030, NDP 5 and the Harambee Prosperity Plan, from where the City's strategic themes and objectives are derived. This is reflected in the corporate scorecard which sets clear, albeit conservative targets for the next five-years. Furthermore, a performance monitoring, evaluation and reporting framework now exist with robust implementation plans and systems support.

Ultimately, the City's desired end-state and new vision are "To be a Smart and Caring City by 2022" and replaces the previous vision "To enhance the quality of life of all our people". The essence of the City's *Transformational Strategic Plan (2017-2022)* addresses the following themes:

Theme 1: Governance and Financial Sustainability

The goal of this theme is to ensure that the City is well-governed and financially prudent while unlocking institutional strength and capacity.

Theme 2: Social Progression, Economic Advancement, Infrastructure Development

The goal of this theme is to ensure that the City is productive, inclusive and sustainable through rendering access to urban services, socio-economic opportunities, spatial inclusiveness, quality urban environment and vibrant city life.

The Transformational Strategic Plan (2017-2022) caters to a broad range of stakeholders which ultimately serves to improve the quality of life of all residents as articulated in our new mission: "To enhance the quality of life of all our people by rendering efficient and effective municipal services." The Plan also acts as a performance management tool against which the Council is held accountable.

This document is structured into three chapters namely:

- Chapter 1: Strategic Intent
- Chapter 2: Implementation Plan
- Chapter 3: Financing, Monitoring, Reporting and Evaluation

This sets a very high standard of expectations and governance parameters within which the City must

deliver services as efficiently and effectively as possible. Therefore, all efforts are directed towards optimising business efficiencies, unlocking revenue potential, harnessing human capital strengths, and innovating and strengthening our technological capabilities which will assist the City of towards becoming a smart and caring city by 2022.

CHAPTER 1

STRATEGIC INTENT



1. THE CONTEXT

The City of Windhoek experienced some challenges both internally and externally during the 2011-2016 Integrated Business Plan (IBP) period. One of the biggest challenges was trying to deliver services with limited financial resources. During this period additional funding was received via the Targeted Intervention Programme for Employment and Economic Growth (TIPEEG). These funds were used for the installation of municipal services in the Otjomuise Extension 10 projects. The electrical portion of the projects is ongoing. In addition, several electrical distributions were built and currently the TIPEEG funds are being used to install municipal services in Goreangab Extension 4.

In addition, the 2016 rainy season brought about the depletion of water supply sources. A major crisis loomed for the bigger towns in the central parts of the country, which included Windhoek, the capital city of the country. An emergency effort was launched which garnered the full support of His Excellency, Dr Hage G. Geingob, the President of the Republic of Namibia towards the middle of last year (2016) to save the City from water rationing. The project included among other things:

- A comprehensive exploration of suitable drilling sites within the Windhoek aquifer.
- The subsequent drilling and installation of 12 large deep-well diameter boreholes in the Windhoek area and the linking of these to the Windhoek water supply network.
- The establishment of new bulk conveyance infrastructure from the dedicated well fields.

This project allowed for an increased abstraction amounting to three (3) times the previously available capacity from the Windhoek aquifer during emergency situations which can cater for approximately 2/3 of the 2016 suppressed water demand of Windhoek. The bulk of the project was successfully implemented by the due date of December 2016 and remains available to the residents of Windhoek for future similar emergency situations.

All of the above was achieved in record time and the mere fact that not a single tap was closed during the water crisis, is a clear testimony to the successes achieved in maintaining uninterrupted water supply in the city. However, the fact remains that water supply is a major challenge given that the interior of the country has already surpassed the point where the inland water sources can no longer sustain the ever increasing demand for water. To support the wellbeing, aspirations and growth of our City while being mindful of the challenges of the fragile environment, the City will have to work towards establishing efficiency in water use befitting the arid environment, while national efforts to remedy the situation continue.

Furthermore, the pressure for land delivery persists and remains a contentious issue which the City has prioritised. As part of its new strategic imperatives, the City has aligned its new strategic intent to the Harambee Prosperity Plan and the proposed strategic plan for the Ministry of Urban and Rural Development (2017/18-2021/22) which was discussed at the Stakeholders' Validation Workshop held on 24-25 April 2017.



In view of the afore-stated, the City embarked on a strategic planning session in September 2016 following the end of the 2011-2016 Integrated Business Plan (IBP). Management deemed it appropriate to involve a broader audience in the planning process to achieve some mutually beneficial objectives namely:

- To solicit inputs from a broad and diverse stakeholder network, comprising administrative and political representatives of the Khomas Regional Council (KRC) and the City's Councillors;
- To obtain feedback from the City's administrative heads and technical teams regarding achievements, lessons learned and proposed way forward;
- To use the forum to provide a deeper understanding and appreciation of the Balanced Scorecard (BSC), the framework adopted by the City to structure the proposed new five-year strategic objectives and performance requirements in a manner that simplifies the monitoring, evaluation and reporting processes;
- To outline service delivery focus areas between the City and KRC with the view to entering into a Memorandum of Understanding (MOU) with the KRC.

The afore-stated internal and external challenges do not exclude the constant social, environmental, economic, service delivery and infrastructure challenges faced by the City. Therefore, the above objectives were refined in February 2017 for the purpose of crafting the City's strategic intent spanning the 2017-2022 period and comprising the following:

2. STRATEGIC INTENT

2.1 VISION STATEMENT

The City's vision addresses both national development goals and the Smart Cities concept. Windhoek's potential as the nucleus for economic growth, investment and social progression needs to be unleashed by a well-run, responsive, efficient and financially prudent City, thereby improving the quality of life of all residents. It is against this backdrop that the previous vision To enhance the quality of life for all our people was redefined in February 2017, to reflect a more focused approach and move towards becoming a smart city by 2022.

The City's Vision is: *To be a SMART and Caring City by 2022*

Henceforth, the City's focus is to ensure that it becomes known as:

- a Smart City - restoring its ability to govern itself more effectively, focusing on ensuring financial sustainability and initiatives that focus on technological advancement, cleanliness, best practices, vibrancy, green, affordability and innovation.

- a Caring City - focusing on the pillars of the Harambee Plan that focuses on the Social Progression Theme: Public Safety, Focus on People and Service Orientation.

2.2 MISSION STATEMENT

The previous Mission of the City, 'To render efficient and effective municipal services', was amended to reflect the City's customer service orientation better. It is a combination of the previous vision statement and emphasises efficient and effective services, which focuses on smart ways (i.e. simpler, faster, friendlier and more efficient) in which services will be rendered via improved processes and technological advancements.

The **City's Mission** is: *To enhance the quality of life for all our people by rendering efficient and effective municipal services.*

2.3 VALUES

Feedback from the Values Survey conducted in 2016 and subsequent staff submissions for an internal Values competition yielded the following five values as key behavioural drivers in achieving our Vision:

Table 1. City of Windhoek Values and Behavioural Descriptions

Values	Behavioural Description
Teamwork	Let's do the right thing, right, together
Customer Focus	We render friendly, fair, simple, fast and effective service to all residents
Communication	We are transparent and keep our staff and stakeholders well-informed
Fairness and Equity	We treat staff and stakeholders the same and with respect
Integrity	We are trustworthy, responsible and honest in all our dealings

It is important to note that the City's values focus on the types of behaviour the City seeks to display towards its stakeholders and staff members.

2.4 STRATEGIC OBJECTIVES

Aligned to each theme are specific strategic objectives. A total of **17 strategic objectives** were identified for the strategic period in question and on a SWOT analysis from where the City's strategic imperatives emanated. The strategic objectives are broken down into Key Performance Areas (KPAs) which are measured by Key Performance Indicators (KPIs) as detailed in Annexure A.

2.5 KEY PERFORMANCE AREA (KPA)

A total of **32 KPAs** were confirmed and linked to KPIs, which are reflected in the Corporate Scorecard. The KPAs reflect the strategic areas that the City will focus on over the next five years. KPAs are typically derived from strategic objectives regarding BSC methodology, in an attempt to address a specific problem.



Details of the KPAs are discussed in Chapter 2 as part of the Implementation Plan.

2.6 KEY PERFORMANCE INDICATORS (KPI'S)

KPIs measure the KPAs, and provide an indication of the City's performance in each focus area. Details of the KPIs are reflected in the Corporate Scorecard and further described in Annexure A.

2.7 TARGETS

The targets reflected in the Corporate Scorecard denote the annual achievements to be reached over a five-year period with 2016/17 acting as the baseline. However, in most instances, many of the projects will commence in the new financial year starting 1 July 2017.

2.8 CORPORATE SCORECARD

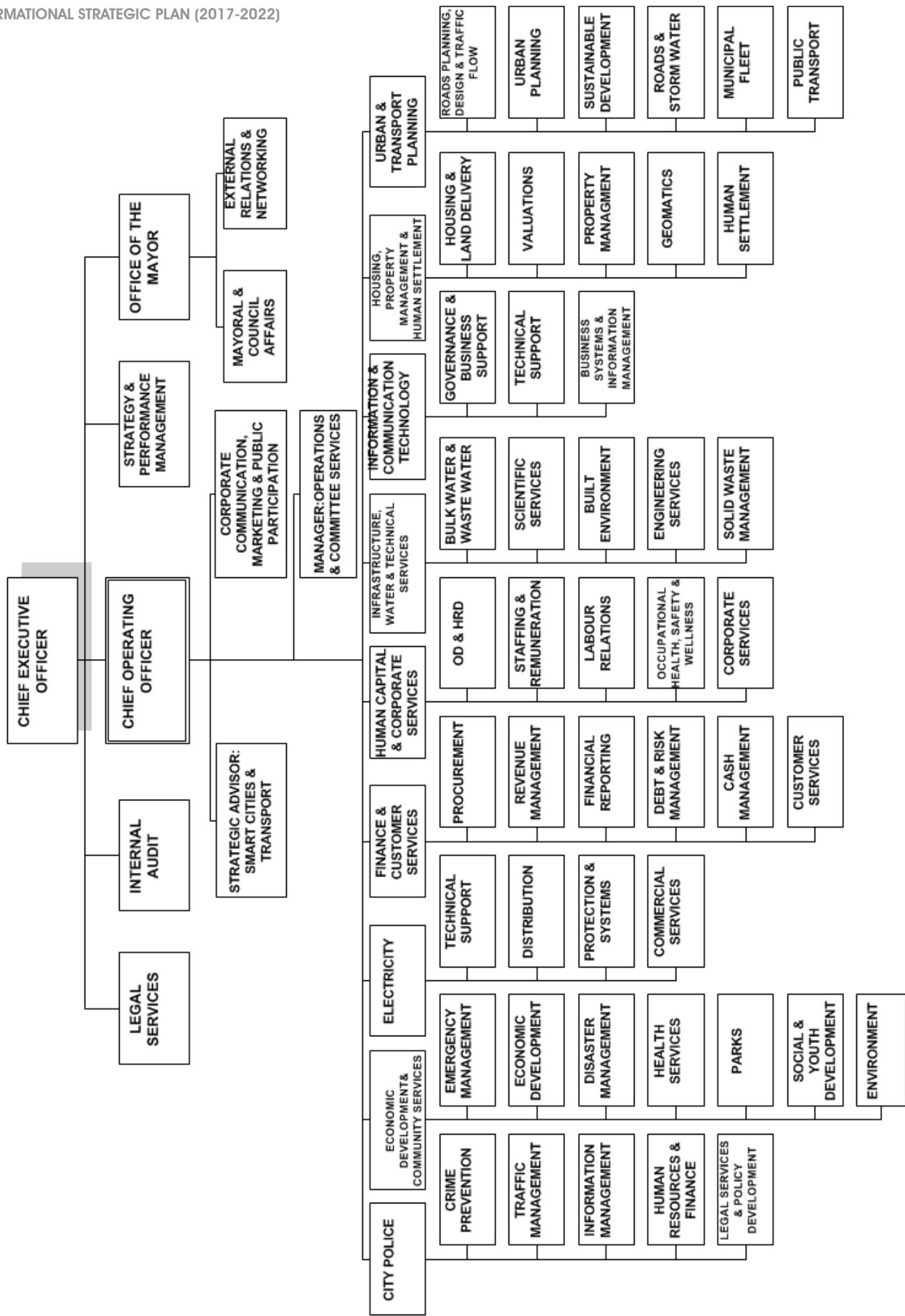
The Corporate Scorecard is the City's formal performance measurement tool for the new five-year period. For the purpose of this document only the Corporate Scorecard is presented. However, the implementation of many of the KPAs reflected in the Corporate Scorecard lies at departmental and divisional levels. To this end, departmental scorecards also exist. The Corporate Scorecard provides an overview of the key focus areas that are aligned with the City's vision of becoming a smart and caring city by the year 2022. The targets set are conservative and reflect the realities of the prevailing challenges that the City will have to address within the first two years of the strategic plan.

The performance indicators are also more clearly articulated for the strategic period which enables the City to focus on priorities that were confirmed by a broad stakeholder base, thereby minimising the occurrence of conflicting priorities.

2.9 MANAGEMENT STRUCTURE

The City's Management Structure is aligned to the new strategic vision and provides the foundation on which standard operating procedures rest. It also determines which individuals participate in which decision-making processes, and thus to what extent their views shape the organisation's actions.

TRANSFORMATIONAL STRATEGIC PLAN (2017 - 2022): MANAGEMENT STRUCTURE



THEME	STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA (KPA)	KPI #	KEY PERFORMANCE INDICATOR (KPI)	PROPOSED ANNUAL TARGET					
					2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Promote Duty of Care to the Organisation	Public Safety and Security	Public Participation	1A.1	# of Public meetings	26	26	26	26	26	26
			1A.2	Bi-annual Public Meetings Reports	2	2	2	2	2	2
			1A.3	National Events Commemoration	6	6	6	6	6	6
			1B.1	% Reduction of Crime Rate	7%	7%	7%	7%	7%	7%
			1B.2	% Reduction of Crash Rates	10%	10%	10%	10%	10%	10%
	Organisational Performance Management		1B.3	Establishment of Dedicated Courts	New	100%	-	-	-	-
			1B.4	% Compliance to By-Laws	New	-	100%	100%	100%	100%
			1B.5	Disaster and Emergency Risk Reduction vs. Plan	New	100%	100%	100%	100%	100%
			1C.1	Quarterly Performance Reports	New	4	4	4	4	4
			1C.2	Annual Performance Reports	New	1	1	1	1	1
GOVERNANCE	Customer Service	Organisational Financial Performance	1D	Quarterly Financial Reports	New	4	4	4	4	4
		Enterprise Risk Management	1E	% Risks Mitigated vs. Risk Register	New	100%	100%	100%	100%	100%
		Internal Audits	1F	% Progress vs. Internal Audit Recommendations Implemented	50%	100%	100%	100%	100%	100%
		Leadership Development	1G	# of Leadership Programmes Completed	0	2	2	2	2	2
			2A.1	Customer Care and Centralised Call Centre Master Plan	New	30/06/'18	-	-	-	-
			2A.2	% Progress vs. Customer Care and Centralised Call Centre Master Plan	New	-	50%	100%	-	-
			2A.3	Customer Satisfaction Score (i.e. 1-5)	New	2.5	2.8	3.0	3.2	3.5
			2A.4	Completion and Compliance of Customer Service Charter	New	100%	100%	100%	100%	100%
			3A.1	% Procurement Appeals Handled vs. Appeals Submitted as per Procurement Act	New	100%	100%	100%	100%	100%
			3A.2	% Implementation of Procurement Act	New	100%	-	-	-	-
Provide Smart ICT Services	Business Systems		3A.3	Effective adherence to Procurement Plan	New	100%	100%	100%	100%	100%
			4A.1	# of Public Wi-Fi Access Locations Commissioned	New	5	5	5	5	5
		Wi-Fi Access	4A.2	# of Municipal Buildings Wi-Fi Access Commissioned	6	2	2	2	2	2
			4B.1	# of Improved Processes to Level 1- Governance of Enterprise IT (GEIT) Programme Implementation	New	3	3	3	3	3
			4B.2	% Enterprise Resource Planning (ERP) Projects from Pre-projects to Inception Phase	New	100%	Phase 1-2 continues	Phase 3 25%	-	-

				Phase 3 15%		Phase 4 100%	
Provide Smart ICT Services	4B.3	% ERP Projects from Inception to Implementation Phase	New	100%	100%	100%	100%
	4B.4	# of ICT Systems Audits Concluded	New	1	-	-	1
	4C.1	% Completion of Data Recovery Site	New	50%	100%	-	-
	4C.2	Business Continuity Plan for The City (Date)	New	-	30/06/'18	-	-
Paperless Business Environment	4D	% Implementation of e-Council Solution	New	50%	100%	-	-

THEME	STRATEGIC OBJECTIVE	KEY PERFORMANCE AREAS (KPA)	KPI #	KEY PERFORMANCE INDICATOR (KPI)	FIVE YEAR CORPORATE SCORECARD (2017-2022)					PROPOSED ANNUAL TARGET	
					2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
Secure Stakeholder Funding	Strategic Funding	5A.1	Township Development Fund: N\$ Funding Secured for Informal Settlements (prioritise informal settlements)	-	40MIL	50MIL	60MIL	70MIL	80MIL	80MIL	
			5A.2	CAPEX Projects: CAPEX funding secured from Central Government of the Republic of Namibia (Govt.) (N\$) / Other Sources	300MIL	350MIL	400MIL	450MIL	500MIL	550MIL	
		5A.3	City Police: Funding secured from Central Govt. (N\$) / Other Sources	200MIL	100MIL	100MIL	100MIL	100MIL	100MIL	100MIL	
			5A.4	Emergency Services: Funding secured from Central Govt. (N\$) / Other Sources	New	85MIL	90MIL	95MIL	100MIL	105MIL	
		5A.5	Public Transport: Acquisition of Busses	8MIL	8MIL	8MIL	8MIL	8MIL	8MIL	8MIL	
			5A.6	Strategic Land Acquisition: Hectares	New	100ha	100ha	100ha	100ha	100ha	
		6A.1	% Townships Completed vs. Stand Audit	New	Constit. 1	Constit. 2	Constit. 3	Constit. 4	Constit. 5	Constit. 5	
			6A.2	# of Electricity Meters Converted to Prepaid	New	3000	3000	4000	4000	4000	3000
		6A.3	Prepaid Water Meters Strategy	New	31/12/2017	-	-	-	-	-	
			6A.4	% of Rental Income Collected (Lease Rentals)	85%	90%	90%	95%	95%	95%	
Ensure Revenue Enhancement and Protection	Revenue Collection	7A	Auditor-General's Opinion	Disclaimer	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	
			7B	% Spend of Capital Budget	60%	70%	80%	80%	80%	80%	
		7C.1	Debt/Total Borrowings to Total Operating Revenue Ratio	New	1.2	1.2	1.2	1.2	1.2	1.2	
			7C.2	% Reduction of Debt Book	500MIL	15%	15%	15%	15%	15%	
		7D	Cash/Cost Coverage Ratio	1:1	2:1	2:1	2:1	2:1	2:1	2:1	
			8A.1	Safety & Security Levy	New	20%	20%	20%	20%	20%	
		8A.2	RFA Contribution	22MIL	Full claim	Full claim	Full claim	Full claim	Full claim	Full claim	
			9A	% Building Plans Approved/ Disapproved within 28 Working Days	85%	90%	92%	94%	96%	98%	
		9B	Finalisation of Town Planning Applications (Months)	24mo	6mo	6mo	6mo	6mo	6mo	6mo	
			10A.1	Megawatts (MVA) of New Small Scale Embedded Generation	New	7MVA	8MVA	9MVA	10MVA	11MVA	

	10A.2	# of Megawatts derived from renewable energy sources (solar and wind)	-	-	50MVA	-	-	-
	10A.3	# of Megawatts derived from Waste-to-Energy Sources (i.e. SWM Renewable Waste-to-Energy Power Station)	-	-	-	5MVA	-	-
Alternative Water Supply	10B	Establishment of additional DPR Plant (% Progress vs. Project Target)	New	10	20	30	40	75

5-YEAR CORPORATE SCORECARD (2017-2022)											
THEME	STRATEGIC OBJECTIVE	KEY PERFORMANCE AREAS (KPA)	KPI #	KEY PERFORMANCE INDICATOR (KPI)	2016/17	2017/18	2018/19	2019/20	2020/21	PROPOSED ANNUAL TARGET	2021/22
Empowerment of Youth, Orphans and Vulnerable Persons	Provide Smart Public Transport	Public Transportation	11	% Progress vs Sustainable Urban Transport Master Plan (SUTMP)	40%	50%	60%	70%	80%	90%	
	12A.1	% Youth Development including OVC and Training for Qualifying Schools (Grade 10-12)	100% (Schools)	100%	100%	100%	100%	100%			
	12A.2	# of Scholarships Awarded (and amend HRD Policy re Surety)	0	10*	15**	15	20	25			
	12A.3	# of Internships per Annum	176	180	180	180	180	180			
	12A.4	# of Land Allocations Awarded to Youth (1st-time buyers) low-cost housing pilot	New	100							
	12A.5	% Youth Starting Businesses post Training	New	50%	60%	70%	75%	75%			
	12A.6	% of Innovative Business Start-ups Obtaining Financial and Business Support	New	30%	40%	50%	60%	70%			
	12A.7	# of OVC/Persons Supported	1500	1750	1950	2050	2030	2200			
	13A.1	# of Residents served with Basic Services before formalisation (i.e. water, sanitation and electricity)-Pilot Study	1400	2000	2500	3000	3500	4000			
	13A.2	% Progress vs Council Upgrading and Development Programme (existing tarred arterial roads-i.e. Wamaheda),	New	90%	90%	90%	90%	90%			
	13A.3	Upgrading and Development Strategy	New	30/06/'18	-	-	-	-			
Increase Access to Services			13A.4	# of City Vending Points – (additional vending points)	New	5	5	5	5	5	
			13A.5	% of Informal Settlements Receiving Refuse Collection Services	90%	95%	100%	100%	100%	100%	
			13A.6	% Projects (extension of existing landfill site) from Pre-projects to Inception Phase	80%	100%	-	-	-	-	
			13A.7	% Projects (extension/new landfill site) from Inception to Implementation Phase	20%	50%	75%	90%	100%	100%	
			13A.8	# of Informal Settlements Areas Formalised % hectares to existing hectare	3	3	3	3	3	3	
			13A.9	# of Public Facilities in Informal Settlements (i.e. swimming pools, libraries, fire stations, parks)	1	1	1	1	1	1	
			13A.10	% of External Township Establishment Applications Completed vs. Applications Submitted	70%	70%	70%	70%	70%	70%	
			13A.11	# of New Townships (Greenfields) Proclaimed Internally	3	3	3	3	2	2	
			SOCIAL PROGRESSION								

5-YEAR CORPORATE SCORECARD (2017-2022)											
THEME	STRATEGIC OBJECTIVE	KEY PERFORMANCE AREAS (KPA)	KPI #	KEY PERFORMANCE INDICATOR (KPI)	2016/17	2017/18	2018/19	2019/20	2020/21	PROPOSED ANNUAL TARGET	2021/22
ECONOMIC ADVANCEMENT	Provide Enabling Environment for Tourism, Trade and Investment	Economic Development	Spatial Development	14A	Spatial Development Plan Completion	New	100%	-	-	-	-
			14B.1	% of Budget Spend on LED Projects-	50%	60%	60%	75%	80%	90%	
			14B.2	Development of Targeted Windhoek Tourism Development Strategy	New	100%	-	-	-	-	
			14B.3	Economic Development: Development of Local Economic and Investment Incentives Strategy	New	30/06/'18	-	-	-	-	
			14B.4	Economic Development: Development of SMME Policy	New	30/06/'18	-	-	-	-	
			14B.5	Investment: Investment Promotion Strategy	New	30/06/'18	-	-	-	-	
			14B.6	Local Authorities Funding: Formula for funding local authorities	New	30/06/'18	-	-	-	-	

5-YEAR CORPORATE SCORECARD (2017-2022)							
THEME	STRATEGIC OBJECTIVE	KEY PERFORMANCE AREAS (KPA)	KPI #	KEY PERFORMANCE INDICATOR (KPI)	PROPOSED ANNUAL TARGET		
					2016/17	2017/18	2018/19
INFRASTRUCTURE DEVELOPMENT	Avail Serviced Land in All Use Categories	Land and Housing Delivery	15A.1	# of Serviced Plots Availed in all Land-use Categories	300	430	0
			15A.2	# of Affordable Houses Provided via Mass Housing, Windhoek Housing, Build-Together Scheme	New	470	962
			15A.3	# of Serviced Plots Availed via Public Private Partnerships (PPPs)	New	529	32
INFRASTRUCTURE DEVELOPMENT	Improve Water Security	Aquifer Recharge Scheme	16	% Completion vs. Project Progress (Development of Extraction and Recharge Capacity of the Windhoek Managed Aquifer Recharge Scheme)	40	45	50
			17A.1	Increase capacity from 160 MVA n-1 supply to 210MVA n-1 supply	160MVA	160MVA	160MVA
			17A.2	% of network upgrade progress vs. Electricity Master Plan Targets	10%	20%	40%
			17A.3	% of demarcated households in informal settlements with access to electricity services	80%	90%	100%
			17A.4	# of Pre-financed Connections (auxiliary installations)	113	500	2000
INFRASTRUCTURE DEVELOPMENT	Increase Capacity of Electricity Supply		17A.5	Reticulation in informal areas subsidised	50MIL	20MIL	10 MIL
							5MIL

CHAPTER 2

IMPLEMENTATION PLAN



1. INTRODUCTION

The implementation plan is structured in a manner that demonstrates the alignment to national development goals through themes which are derived from the HPP. The Plan serves as the narrative to the high-level Corporate Scorecard by clearly articulating the City's priority areas for the next five years.

Table 2. Strategic Objective 1 and KPAs

Theme 1: Governance and Financial Sustainability	
The theme seeks to ensure that the City is well-governed and financially prudent while unlocking institutional strength and capacity	
STRATEGIC OBJECTIVE 1	KEY PERFORMANCE AREA (KPA)
PROMOTE DUTY OF CARE TO THE ORGANISATION Promoting the duty of care addresses the reasonable standard of care expected by the City when performing its duties.	The following KPAs are aligned to Strategic Objective 1: <ul style="list-style-type: none">▪ KPA 1: Public Participation▪ KPA 2: Public Safety and Security▪ KPA 3: Organisational Performance Management▪ KPA 4: Organisational Financial Performance▪ KPA 5: Enterprise Risk Management▪ KPA 6: Internal Audits▪ KPA 7: Leadership Development

As a best practice the City adopted the *King Report on Governance for South Africa, 2016 (King IV)* as its primary governance framework. King IV is considered one of the best practices of governance worldwide and has broadened the core philosophy of its governance scope to revolve around leadership, sustainability and ethical corporate citizenship. This compels leadership at all levels of local authority to ensure maximum transparency and efficiency through its structures, processes and systems.

KPA 1: Public Participation

The Public Participation KPA refers to an open and accountable process through which individuals and groups within selected communities can exchange views and influence decision-making. Public Participation is further defined as a democratic process of engaging people, deciding, planning and playing an active part in the development and operation of services that affect the lives of the residents. It is also an important component of successful project and programme implementation and enhances democracy. Therefore, public participation enhances understanding of client expectations and user groups, improves public understanding of the City's responsibilities, and ensures greater compliance through increased ownership of a solution. This, in turn, will improve the City's credibility within the community.

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Projects, Programmes and Initiatives

1.1 Public Meetings:

The Public Participation programmes include two cycles of public meetings (i.e. 26 meetings per cycle) and / or as needs arise, planned annually in all ten constituencies of the City. Consolidated Public Meeting Minutes and feedback records are produced and open to the public. Furthermore, the following frameworks, policies and programmes are available:

- Communication and public participation strategy
- Capacity-building at ward level (i.e. improve community understanding of civic participation)
- Effective administrative support at public meetings
- Establishment of effective community engagement channels
- Engagement with communities on service delivery levels

1.2 Community Capacity-building and Engagement

Public Engagement is the cornerstone of a responsive, inclusive and caring organisation. It empowers communities to participate in issues that affect them optimally. It also creates a consensus for action on complex matters that require the following:

- Broad-based community input;
- Improved understanding of the role and contribution of the community;
- Enhancement of social capital, distribution of social and economic benefits, and improved political processes.

While the City has an excellent track record in meeting the legal, ethical and constitutional requirements of public participation, it intends to further improve its open and transparent dialogue with residents in planning, implementing and monitoring projects and programmes. This is underpinned by the principles of mutual respect, trust, inclusivity and transparency. The City will, therefore, train and capacitate staff members who engage directly with residents. Furthermore, to ensure maximum participation and feedback, tailored methods of engagement and communication will be developed, considering that different circumstances require different communication platforms.

Where conflicts arise, resources will be availed to mediate in the interest of restoring trust and meeting the needs of communities as an inclusive and caring city.



KPA 2: Public Safety and Security

Public Safety and Security is about keeping the community safe, improving the sense of personal safety in public spaces, as well as changing the perception of Windhoek as becoming a crime-prone environment. The use of technology will become increasingly important in augmenting existing policing efforts and reducing crime in specific hotspots.

Projects, Programmes and Initiatives

2.1 Integrated Policing Model

While the City already provides a 24-hour service as per the Police Act, of 1990 (Act No. 19 of 1990), the integrated policing model seeks to make Law Enforcement and Traffic Services accessible to the public on a 24-hour basis. The modalities of such a model will be considered during the 2017/18 financial year. The model is expected to be implemented in 2018/19 financial year and an integrated duty roster will be completed in the current financial year (2017/18).

2.2 Emergency Management and Staff Appointments Project

The Emergency Management Division serves the residents of Windhoek by way of fire prevention and emergency medical response services. The Division's primary role is to protect residents and promote safety. The City strives to improve its capacity to respond to emergencies by increasing its Fire and Rescue Service complement in line with standard requirements for community protection against fire (Code of Practice SANS 10090) and the Local Authorities Fire Brigade Act, 2006 (Act 5 of 2006).

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The City also intends to secure land for the construction of a fire station along Sam Nujoma Drive (between Avis & Ludwigsdorf). This is in response to the growing residential/industrial developments occurring along the Sam Nujoma/Hosea Kutako International Airport Drive (e.g. Finckenstein, Herbothsblick, Auasblick and a portion of Kleine Kuppe), and for which the planning and design work will commence in 2018/19. Therefore, it is important that staffing requirements be met in time for operations to swiftly commence upon completion of the construction phase.

2.3 Municipal Court Project

The City is in the process of finalising plans for a municipal court to improve community access and service delivery. The staff complement of the municipal court will take into consideration the need for additional interpreters and prosecutors.

As part of the City's drive to streamline its processes and provide simpler, faster and more effective services, a modernised payment system is also being considered.

2.4 Neighbourhood Policing Project

Neighbourhood policing provides for the deployment of dedicated police officials as safety co-ordinators and problem-solvers in a particular neighbourhood. The neighbourhood safety officers will identify problems that lead to crime and disorder while working closely with communities and ultimately developing and implementing solutions.

The City will also adopt a model that promotes the establishment of neighbourhood safety teams. These teams will promote collaboration between City role-players and community stakeholders such as neighbourhood watches and community policing forums which, in turn, will deliver results that cannot be achieved by the various role-players individually. Neighbourhood safety teams already exist in nineteen (19) area-based service delivery zones based on crime statistics. With the expansion of the boundaries, an additional four (4) zones will in future be operationalised.

2.5 By-law Education and Awareness Project

Although residents are expected to abide by the City's by-laws, many are unfamiliar with the by-laws and are in contravention of such by-laws. Increased awareness and familiarity of by-laws would assist in reducing the levels of contravention in Windhoek, thereby allowing law enforcement officials to focus on more serious offences.

KPA 3: Organisational Performance Management

The Organisational Performance Management KPA, translates the City's vision, mission and *Transformational Strategic Plan (2017-2022)* into clear, measurable performance indicators and outcomes that respond to customer and stakeholder expectations. The following programmes are identified to enhance organisational capacity over the next five years:

- Operationalising the Quality Process Results (QPR), an electronic performance management system
- Balanced Scorecard and Performance Management capacity building
- Establishing a high-performance culture and learning organization
- Regular monitoring, reporting and evaluation of organisational performance



Projects, Programmes and Initiatives

3.1 Implementation of Organisational Performance Management System

The current performance management system is based on the Balanced Scorecard (BSC) Framework and includes a change management and organisational cultural transformation plan which will have the following benefits for the City:

- Ensure the implementation of plans and programmes;
- Provide an assessment tool for managing and improving the overall health and success of business processes and systems;
- Measure the impact of projects, programmes and initiatives;
- Ensure efficient utilisation of resources;
- Create a culture of performance and best practices;
- Promote accountability;
- Include measures of quality, cost, customer service and employee engagement.

KPA 4: Organisational Financial Performance

The Organisational Financial Performance KPA focuses on ensuring effective financial stewardship and providing regular financial reports in line with International Public Sector Accounting Standards (IPSAS) requirements.

Projects, Programmes and Initiatives

4.1 IPSAS Implementation

During the 2017/18 financial year, the City will ensure that all staff members in the Finance and Customer Services Department are trained in line with IPSAS requirements.

KPA 5: Enterprise Risk Management

Enterprise Risk Management is a key responsibility of management with the assistance of the Internal Audit (IA) function. It is a process of identifying, assessing, managing and controlling potential events or situations and providing reasonable assurance regarding the achievement of organisational objectives. The risk is measured in terms of impact and likelihood and assesses the possibility of an event occurring and its impact on the organisation. The Risk Management Framework will be utilised as an instrument to assist in strategic and operational planning and has many potential benefits in identifying opportunities to mitigate risks.

Projects, Programmes and Initiatives

5.1 Risk Management

Risk management is as much about identifying opportunities as avoiding or mitigating losses. It is a logical and systematic process of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risks associated with any activity, function or process, in a way that enables an organisation to minimise losses and maximise opportunities. As such the Internal Audit function must assess and test the risk management process to determine that:

- All departments, divisions and sections of the organisation perform risk assessments;
- Organisational objectives support and align with organisational missions;
- Significant risks have been identified and assessed in line with the organisational objectives;
- A risk response strategy is developed and effectively rolled-out;
- Relevant risk information is captured and communicated timely across the organisation, enabling staff, management and Council to carry out their responsibilities;
- Organisational risk management processes are effective;
- Monitoring of risk management processes is ongoing, and separate evaluations occur, and, an organisational risk register is developed.

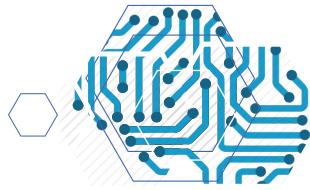
The Council has adopted a risk management strategy and policy in compliance with the Local Authorities Act of 1992 (Act 13 of 1992) and King IV with the following objectives:

- To address risk management for the entire organisation and give effect to:
 - the implementation of the Risk Management Strategy, Risk Policy, the establishment of the Risk Management Committee, Risk Management Implementation Plan and Risk Management Systems;
- To inform and assist the management and staff members in their roles and responsibilities and to ensure that the risks relating to their particular areas of control are well-managed.

The following is required in terms of Risk Management:

Table 3: Risk Management Requirements

Response Required	City's Action	Timeframe
Implementation of the risk mitigation policy	Implementation plan will be drafted	2017/18
Risk-based audits	All risk audits to be concluded	6 Audits to be completed per quarter (24 Audits annually)



KPA 6: Internal Risk Based Audits

The role of Internal Audit (IA) is to assess and monitor the effectiveness of the risk management processes/framework of the organisation and contribute to the improvement of the said processes/framework. It is a catalyst for improving an organisation's governance, risk management and management controls by providing insight and recommendations based on analyses and assessments of data and business processes.

Internal auditors must conduct independent and objective risk based audits, follow-up audits and routine audits across the organisation to give reasonable assurance to the management and the Council that the organisational objectives are met.

The KPA will provide independent and objective assurance, and consulting services designed to add value and improve the City's operations. It will help the City accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk assessment and control thereby promoting a culture of good governance.

Projects, Programmes and Initiatives

6.1 Risk-based Audits

The City will conduct risk-based audits to evaluate and improve the effectiveness of risk assessment, control and governance processes through the following activities:

- Updating the annual audit plan;
- Conducting annual risk-based audits in line with the annual audit plan;
- Compile audit engagement letters for each engagement;
- Information gathering and interviewing auditees;
- Performing risk assessments per audit engagement;
- Compiling risk-based audit reports per engagement;
- Compiling agreed action plans following each engagement;
- Compiling Management Committee (MC) and Council reports per engagement;
- Conducting follow-up audits to test the controls as per the previous risk assessments.

KPA 7: Leadership Development

Good leadership is one of the most critical ingredients needed to improve service delivery and adapt to changing customer and stakeholder expectations. As such, this strategic period is focused on continuous leadership development and investment to overcome the challenges below:

- Loss of institutional knowledge due to staff attrition and a lack of succession planning;

- Difficulty in attracting suitably qualified staff;
- Difficulty in retaining skills and capacity to meet increasing service delivery demands;
- The need for technological advancement to keep up with customer needs;
- Inability to create clear career paths for staff members.

Projects, Programmes and Initiatives

7.1 Leadership Development Programmes

To overcome the challenges and ensure a sustainable transformation process, the following leadership development programmes have been identified in order to align internal capacity to service delivery and capacity building requirements:

- Local Governance and Ethics;
- Financial Management, Discipline and Control;
- Customer Excellence;
- Strategic Management for local authorities (includes Balanced Scorecard Training);
- Executive Development Programme (EDP);
- The Management Development Programme (MDP);
- Supervisory Development Programme (SDF).

7.2 Talent Management

The City will collaborate with different higher learning institutions to tailor programmes befitting its operations. Furthermore, the City will implement a Talent Management Policy to identify and manage high-potential employees as part of its talent and succession planning efforts for critical positions. This will ensure that the organisation builds a talent pipeline to ensure business continuity.

Table 4: Strategic Objective 2 and KPA

Theme 1: Governance and Financial Sustainability This theme seeks to ensure that the City is well-governed and financially prudent while unlocking institutional strength and capacity	
STRATEGIC OBJECTIVE 2 IMPROVE CUSTOMER CARE	KEY PERFORMANCE AREA (KPA) The KPA for Strategic Objective 2 is: <ul style="list-style-type: none"> ▪ KPA 8: Customer Service
The purpose of this objective is to provide a simple, fast, friendly and meaningful customer service experience, enhanced by user-friendly technological platforms.	

KPA 8: Customer Service

The Customer Service KPA outlines the City's primary purpose of delivering core services to the residents of Windhoek. Customer service is, therefore, of paramount importance and receives priority

attention during the current strategic period.

The constant change in demographics along with more informed and sophisticated customer expectations, require organisations to rethink customer service proposition that balances quality service delivery with the cost of delivery and customer expectations. This is particularly challenging for local authorities that offer multiple services with departments working independently despite sharing certain business processes. The key is to optimise departmental interdependencies by streamlining processes, communication channels and providing technological support.

Projects, Programmes and Initiatives

In response to increasing customer expectations, the City is in the process of revamping its current customer service operations. A centralised call centre will be established to address the needs of our residents in order to enhance customer service delivery.

8.1 Customer Service Index Survey

A Customer Service Index Survey is envisaged during the 2017/2018 financial years. The Survey will establish the baseline for all future service level expectations and will be undertaken annually.

8.2 Customer Service Charter

The City needs to meet evolving, and diverse customer needs to achieve consistent, quality, customer-focused and timely service levels at optimal costs. Therefore, the City will establish a strategic framework and policy to deliver an enhanced customer experience. This will be driven by the implementation of a Customer Service Charter and customer relationship management module that will:

- Advance a customer-centric culture through training and communication;
- Reduce the number of contact details that customers need to remember;
- Where appropriate, expand face-to-face contact;
- Improve customer access to routine online public information and services;
- Improve the Council's record-keeping to have access to all required information for excellent customer service.

Table 5: Strategic Objective 3 and KPA

Theme 1: Governance and Financial Sustainability This theme seeks to ensure that the City is well-governed and financially prudent while unlocking institutional strength and capacity	
STRATEGIC OBJECTIVE 3	KEY PERFORMANCE AREA (KPA)
ENSURE SMART PROCUREMENT	The KPA for Strategic Objective 3 is: ■ KPA 9: Procurement Effectiveness
With the inception of the Procurement Act 15 of 2015, the City is compelled to adhere to the legislative requirements. Furthermore, the City will apply smart procurement policies and practices in keeping with the principles of acquiring simpler, faster and cheaper goods, works and services.	

KPA 9: Procurement Effectiveness

The Procurement Effectiveness KPA is aligned to Namibia's Public Procurement Act 15 of 2015 which is underpinned by best value procurement principles such as:

- Supporting the achievement of the required performance outcomes;
- Generating the best quality and economic value;
- Timous procurement;
- Minimising the burden on administrative resources;
- Expediting simple purchases;
- Allowing flexibility in developing alternative procurement and business relationships;
- Encouraging competition;
- Encouraging the participation of quality bidders;
- Supporting corporate and departmental procurement plans.

9 Projects, Programmes and Initiatives

9.1 The City Procurement Plan

The Procurement Act (No. 15 of 2015), regulates the procurement of goods, works and services, the letting or hiring of anything, the acquisition or granting of rights for or on behalf of and the disposal of assets, of public entities. To promote transparency and good corporate governance, a Procurement Plan, aligned to the budget for each financial year, will be submitted to the Central Procurement Board of Namibia on an annual basis.



Table 6: Strategic Objective 4 and KPAs

Theme 1: Governance and Financial Sustainability This theme seeks to ensure that the City is well-governed and financially prudent while unlocking institutional strength and capacity	
STRATEGIC OBJECTIVE 4 PROVIDE SMART ICT SERVICES	KEY PERFORMANCE AREA (KPA)
In keeping with the Smart Cities' principle, the City is embarking on a five-year strategy to improve its ICT support platforms and offerings. This will allow direct interaction with the community and city infrastructure and will also enable the City to monitor what is happening in the city, how the city is evolving and how to enable a better quality of life for all its residents.	The KPAs for Strategic Objective 4 are: <ul style="list-style-type: none"> ▪ KPA 10: Wi-Fi Access ▪ KPA 11: Business Systems ▪ KPA 12: Business Continuity ▪ KPA 13: Paperless Business Environment

KPA 10: Wi-Fi Access

The Wi-Fi Access KPA focuses on the investment in public Wi-Fi services in support of the communities that the City serves. Some of the objectives for achievement include the following:

- Closing the Digital Divide: Many residents have smartphones, therefore, access to free public Wi-Fi points will provide them with access to utilise free Internet;
- Not Being Left Out: The implementation of public Wi-Fi enables communities, tourists, visitors and the business fraternity (who would otherwise not be able to afford and access Wi-Fi), to now tap into the World Wide Web;
- Discovery and Innovation: Free Wi-Fi access enables communities to innovate and create new products and services.

Projects, Programmes and Initiatives

10.1 Wi-Fi Access at Municipal Buildings

The City will provide Wi-Fi access to all its buildings in phases. The following areas are envisaged:

- Public libraries;
- Public swimming pools;
- Cash halls;
- City buildings.

10.2 Commissioning Wi-Fi Access Locations (broader city)

This project seeks to widen the public Wi-Fi footprint within Windhoek and is part of a long-term project.

The project outline is as follows:

Phase 1: Research

- Site Visits (i.e. towns, countries);
- Define Scope;
- Define Deliverables;
- For testing, the City will look at appropriate areas.

Phase 2: Tendering (as per new Procurement Act)

- Feasibility Study;
- Request for Proposals (RFP) – to partner with the City on Wi-Fi.

Project Phase 3: Implementation

- Implement according to budgetary provision.

KPA 11: Business Systems

The Business Systems KPA seeks to transform the use of digital technology and move towards becoming a Smart City by 2022. To achieve this, the City intends to explore various options such as:

- Investment in digital infrastructure;
- Growing the digital economy;
- Emphasising digital inclusion;
- Enhancing the City's digital capabilities so that Windhoek becomes the preferred destination for technology start-ups in the country.

Projects, Programmes and Initiatives

11.1 Governance of Enterprise IT (GEIT) Programme Implementation (Level 1)

This programme aims to use digital technology to transform the City of Windhoek into a Smart City by 2022 with the following objectives:

- Improve Governance of Enterprise IT (GEIT);
- Perform assessment on systems capability to deliver on business needs;
- Implement improvements to systems based on assessment results;
- Incorporate IT start-up support into the City of Windhoek incubation centres;
- Invest in digital infrastructure.

11.2 Systems Capability Assessment

- Assess current and future business needs;
- Compare needs against current or best-fit alternatives;
- Produce recommendations for improvement;
- Develop a detailed implementation plan.

11.3 System Improvement Implementation

- Acquire technology as per recommendation;
- Appoint implementation partner;
- Implementation and oversight;
- Post implementation review.

11.4 Start-Up Enablement

- Develop terms of reference to incorporate IT start-up opportunities and capacity-building;
- Identify possible projects and secure funding;
- Issue tender to identify and select ideal candidates;
- Provide supervision and support for development of solution;
- Launch the completed solution in pilot phase.

11.5 Enterprise Resource Planning (ERP)

This initiative refers to the long-term ICT solution aimed at ensuring that ICT is a business enabler.

11.6 ICT Systems Audits

Sound ICT Governance practices guide performance for regular ICT systems audits. The City will conduct two (2) audits during the strategic period. Findings and recommendations will be implemented to mitigate risks and improve ICT systems, processes and procedures.

KPA 12: Business Continuity

The Business Continuity KPA refers to the internal efforts to ensure that the capability exists to continue essential functions in response to a broad spectrum of emergencies or operational interruptions. Business continuity is an ongoing process that is driven in part by growth and change in information systems, staff members, and mission critical needs. Operational interruptions may include the following:

- Routine business renovation;
- Maintenance;
- Mechanical failure;
- Over-heating of other building systems;

- Fire and extreme weather or other acts of nature;
- Failure of information communication technology (ICT) systems and telecommunications due to malfunction or cyber-attack.

The City will have a Data Recovery Site and a Business Continuity Plan in place.

Projects, Programmes and Initiatives

12.1 Completion of Data Recovery Site Project

The City is in the process of establishing a Data Recovery Site which will be completed by June 2018. The site will provide the necessary infrastructure to respond and secure the City's institutional data should a disaster occur.

12.2 Design and Implementation of Business Continuity Plan

The plan will incorporate the following key elements:

- Emergency concepts, actions, and procedures;
- Identification and prioritisation of essential functions;
- Line of succession to essential positions required in an emergency;
- Delegation of authority and pre-delegation of emergency authority to key officials;
- Emergency operations centres and alternate (work-site) facilities;
- Interoperable communications;
- Protection of City resources, facilities and staff members;
- Safeguarding of vital records and databases;
- Tests, training and exercises to ensure readiness.

The design and implementation phases will follow from the above.

KPA 13: Paperless Business Environment

The Paperless Business Environment KPA is aimed at driving operational efficiency by way of gradually moving from manual to automated business processes and ultimately reducing costs, paper wastage as well as promoting environmentally friendly business practices.

Projects, Programmes and Initiatives

13.1 E-Government Implementation

This initiative seeks to drive customer service, operational efficiency, automate business processes, reduce costs and promote environmental awareness goals. An important objective in the modernisation process of authorities is the application of e-government solutions. The envisaged



e-government solutions will improve the communication processes between residents and authorities and increase the efficiency of internal processes.

The Electronic Records Management System (ERMS) will be built on already procured and implemented software that will ease the automation of processes while maintaining a high level of availability, security and compliance of information.

The City will implement the following e-government solutions:

- Go-Green Initiative (Paperless Meetings);
- Online submissions and payment of building plans and renewal of business health certificates;
- Electronic exchange of data, through the Harambee Prosperity Plan E-Government project;
- A mobile customer engagement application (i.e. App), through which residents can report issues, track progress and rate service delivery.

The projects will all be integrated and make use of the Electronic Records Management System (ERMS).

13.2 Electronic Records Management System (ERMS)

The ERMS programme will consist of the following phases:

Phase 1 – Initiation

Phase 2 – Analysis and Planning

Phase 3 – Implementation

Phase 4 – Post Implementation Review

Table 7.Strategic Objective 5 and KPA

Theme 1: Governance and Financial Sustainability	
This theme seeks to ensure that the City is well-governed and financially prudent while unlocking institutional strength and capacity	
STRATEGIC OBJECTIVE 5	KEY PERFORMANCE AREA (KPA)
SECURE STAKEHOLDER FUNDING The objective is to secure funding for Capital Projects (CAPEX) from GRN and other stakeholders (i.e. commercial banks, institutions, donors, investors) in line with the relevant governance practices and principles.	The KPA for Strategic Objective 5 is: <ul style="list-style-type: none">▪ KPA 14: Stakeholder Funding

KPA 14: Stakeholder Funding

The Stakeholder Funding KPA seeks to obtain funding from external markets via commercial banks or financial institutions for the implementation of strategic projects in line with national development goals.

Projects, Programmes and Initiatives

The identified strategic projects for which funding is required for the next five years are as follows:

14.1 Township Development:

This refers to the funding required for Informal Settlement Development (which receives high priority) and Formal Townships.

14.2 CAPEX Projects:

This refers to the funding required from Development Funding Institutions (DFIs) and other potential sources as informed by the following projects:

- Funding for essential services infrastructure;
- Funding for Social Projects.

14.3 City Police:

This refers to the funding secured from GRN / other sources for the City Police operations and fleet.

14.4 Emergency Services:

This refers to the funding secured from GRN / other sources for Emergency Services operations.

14.5 Public Transport:

This refers to the funding required from potential funding institutions and donors, for the acquisition of buses.

14.6 Strategic Land Acquisition:

In response to addressing the current demand for serviced land, the City requires proactive measures to secure available land. During the strategic period, the City will require 500 hectares for future land delivery and developments. The purpose of this initiative is to secure funding from various funding institutions and donors to service land.



Table 8.Strategic Objective 6 and KPA

Theme 1: Governance and Financial Sustainability This theme seeks to ensure that the City is well-governed and financially prudent while unlocking institutional strength and capacity	
STRATEGIC OBJECTIVE 6	KEY PERFORMANCE AREA (KPA)
ENSURE REVENUE ENHANCEMENT AND PROTECTION This objective is concerned with unlocking all revenue generating potential as well as mitigating against revenue losses.	The KPA for Strategic Objective 6 is: <ul style="list-style-type: none"> ▪ KPA 15: Revenue Collection

KPA 15: Revenue Collection

The Revenue Collection KPA ensures that all revenue received by the City, including revenue received by any collecting agency on its behalf, is effectively collected and protected in line with services provided to customers.

Projects, Programmes and Initiatives

15.1 Stand Audit

The Stand Audit will confirm all services provided to residents, capture updated information on an improved billing system and ultimately ensure accurate bills which, in turn, will assist in revenue collection efforts. The project entails the following activities:

- Each department to verify services rendered by the department;
- Each service to residents confirmed on the billing system;
- Departments to investigate the calculation of tariffs on a cost-recovery basis;
- Departments to investigate all services provided to clients and not billed accordingly.

15.2 Conversion of Electricity Meters from Conventional to Pre-paid Meters

The City intends to convert identified conventional meters to pre-paid meters during the strategic period in question.

15.3 Prepaid Water Meter Strategy

The City intends to formulate a strategy for implementing pre-paid water meters during the period.

15.4 Rental Income

The City will ensure that it collects and protects revenue generated through leased assets owned by the City.

Table 9. Strategic Objective 7 and KPAs

Theme 1: Governance and Financial Sustainability This theme seeks to ensure that the City is well-governed and financially prudent while unlocking institutional strength and capacity	
STRATEGIC OBJECTIVE 7	KEY PERFORMANCE AREA (KPA)
ENSURE FINANCIAL ACCOUNTABILITY	<p>The KPAs for Strategic Objective 7 are:</p> <ul style="list-style-type: none"> ■ KPA 16: External Audits ■ KPA 17: Capital Expenditure ■ KPA 18: Debt Management ■ KPA 19: Cost Reduction
<p>This objective focuses on the City's turnaround strategy aimed at improving its financial stewardship and meeting international public sector accounting reporting standards.</p>	

KPA 16: External Audits

The City has had a disclaimer audit report for the last four years which does not reflect favourably upon the City. The External Audits KPA, thus, seeks to ensure that clean audits are achieved every year over the 2018–2022 strategic period.

Projects, Programmes and Initiatives

16.1 Audit Recommendations

The City is committed to implement all recommendations from previous audit findings and henceforth ensure clean audits.

16.2 International Public Sector Accounting Standards (IPSAS) Implementation

The International Public Sector Accounting Standards (IPSAS) Compliant Register will be completed in the 2017/18 financial year and is part of conciliating the Auditor General's (AG's) concerns.

KPA 17: Capital Expenditure

The Capital Expenditure KPA focuses on raising external funds from the market to minimise the burden on the City's operational budget.

Projects, Programmes and Initiatives

17.1 Sourcing Funding

The City intends to source funds from the market (i.e. commercial banks and financial institutions).

17.2 Funding from Lending Institutions

The City will negotiate with lending institutions for funds during the strategic period as required.

KPA 18: Debt Management

The Debt Management KPA is aimed at reducing the City's arrears Debtors Book to acceptable levels.

Projects, Programmes and Initiatives

18.1 Credit Control

The focus of credit control is to implement best practice principles within the credit control policy that will ensure effective debt collection. This will involve the following initiatives:

- Implementing prepaid meters;
- Recouping outstanding debt proportionally through the future sales from prepaid meters (e.g. for N\$10 electricity, a customer receives N\$7 units in case there is outstanding debt and the remaining N\$3 is allocated to pay the said debt);
- Reactivate blocked prepaid electricity meters to collect outstanding debt;
- Introduce a sustainable solution for pensioners' debt.

KPA 19: Cost Reduction

The Cost Reduction KPA identifies cost reduction and minimises unnecessary wastage by introducing innovative strategies to save on operational costs.

Projects, Programmes and Initiatives

19.1 Cost Saving

The City intends to achieve a Cash /Cost Coverage Ratio (2:1) on an annual basis during the strategic period.

Table 10. Strategic Objective 8 and KPA

Theme 1: Governance and Financial Sustainability This theme seeks to ensure that the City is well-governed and financially prudent while unlocking institutional strength and capacity	
STRATEGIC OBJECTIVE 8	KEY PERFORMANCE AREA (KPA)
FIND NEW SOURCES OF SUSTAINABLE REVENUE The objective pertains to finding new sources of sustainable revenue.	The KPA for Strategic Objective 8 is: <ul style="list-style-type: none"> ▪ KPA 20: Sustainable Revenue

KPA 20: Sustainable Revenue

The Sustainable Revenue KPA explores various options to find new sources of sustainable revenue.

Projects, Programmes and Initiatives

20.1 Safety and Security Levy

During the strategic period, the City will explore the viability of introducing Safety and Security levies to assist in rendering services for which funding gaps exist and rendered on a non-cost recovery basis.

20.2 Road Fund Administration (RFA) Contribution

The City will engage the RFA to collectively agree on the correct formula to be applied in the calculation of road maintenance and usage within the City's boundaries. Thereafter, the City will ensure that the full claimable contributions are paid by the Road Fund Administration (RFA).

Table 11. Strategic Objective 9 and KPAs

Theme 1: Governance and Financial Sustainability This theme seeks to ensure that the City is well-governed and financially prudent while unlocking institutional strength and capacity	
STRATEGIC OBJECTIVE 9	KEY PERFORMANCE AREA (KPA)
IMPROVE EFFICIENCIES IN URBAN PLANNING AND PROPERTY MANAGEMENT The focus of this objective is to streamline the urban planning and property management value chain so that all service delivery and revenue generating potential is unlocked.	The KPAs for Strategic Objective 9 are: <ul style="list-style-type: none"> ▪ KPA 21: Building Plan Approval ▪ KPA 22: Land-use Management



KPA 21: Building Plan Approval

The Building Plan Approval KPA refers to the improvement of the building plan approval process within the regulated period. It extends to building inspections, compliance certificates, and risk management and legal issues as stipulated in the City's Building Regulations and Town Planning Scheme. Furthermore, in an effort to ensure that best practices are executed, it is imperative that the City is adequately capacitated to ensure the adaptation to new and innovative approaches in the building industry.

Projects, Programmes and Initiatives

The following programmes are identified as enablers towards achieving the above-mentioned Building Plan Approval KPA:

21.1 Training Programmes

- Project Management Programme (PMP);
- Building Inspection Course;
- Peace Officer Course;
- Cadastral Aided Design (CAD) Short Course.

21.2 Transforming the Operation of Building Control

The City is in the process of finalising the Transforming the Operation of Building Control (TOBC) document that will assist in the following:

- Approval of building plans within 28 days;
- Approval of building plans on smart software implementation;
- Amendment of the City's Building Regulations;
- By-law enforcement.

Furthermore, inter-related initiatives are required to streamline the current building plan approval process:

- Process mapping the current value chain;
- Implementing an integrated urban planning system;
- Improve communication interface with customers.

KPA 22: Land-use Management

Land-use management is the responsibility of the Local Authority to evaluate and guide land-use changes within the local authority area. The City uses the Town Planning Scheme as well as the

Development Area Policies to determine the land uses that may take place on an erf and how these land uses may be changed.

Modern urban planning and land-use management need to meet the different and sometimes conflicting demands from various land users and sectors of urban citizenship. For example, the commercial sector, demands faster and more accommodative urban land-uses and changes in land use (i.e. drive for the mixed land uses). The demand for stable and secure residential spaces from the residential sector is ever increasing. Therefore, the solution is among other things as follows:

- Well-planned and integrated layout plans;
- Layout planning based not only on sound layout planning principles but also well-conceived urban land-use and development policies that guide development and achieve solutions for the densification of city populations and economic upliftment;
- Management of land-use change through appropriate land-use change policies and plans.

The focus of the City's Urban Planning Division over the next strategic period will be to play a bigger and more proactive role in determining plans and policies, setting and guiding land uses in different areas as well as managing the change of land uses in different areas.

Projects, Programmes and Initiatives

22.1 Review of Various Land-use Policies and Frameworks

- Review of the Windhoek Town Planning Scheme;
- Review of the existing Development Areas (Policy Areas) and proposal of new Policy Areas;
- Review of the Windhoek CBD Area;
- Review of development potential in CBD and surrounding areas.

Table 12. Strategic Objective 10 and KPAs

Theme 1: Governance and Financial Sustainability This theme seeks to ensure that the City is well-governed and financially prudent while unlocking institutional strength and capacity	
STRATEGIC OBJECTIVE 10 DIVERSIFICATION OF RELIANCE ON BULK SUPPLY	KEY PERFORMANCE AREA (KPA) The KPAs for Strategic Objective 10 are: <ul style="list-style-type: none"> ▪ KPA 23: Renewable Energy Generation ▪ KPA 24: Alternative Water Supply
This objective explores various options for providing alternating bulk supply options instead of relying solely on NamPower and NamWater.	

KPA 23: Renewable Energy Generation

The Renewable Energy Generation KPA aims to reduce the City's reliance on NamPower generated electricity by allowing consumers to generate their electricity through small-scale embedded generation and for the City to invest in its renewable energy plant to generate electricity.



Projects, Programmes and Initiatives

23.1 Bulk Supply Infrastructure

This involves the planning, design, construction and maintenance of the City's infrastructure for the provision of bulk services in relation to the following renewable energy sources:

- New small-scale embedded generation;
- Constructing alternative energy supply plants (i.e. solar and wind energy);
- Harness energy from waste dumpsites (i.e. waste-to-energy power plant).

23.2 Small-scale Embedded Generation

The small-scale embedded generation targets are anticipated to be achieved in the next five years. These installations are geared at enhancing the City's drive to incentivise consumers to divert to or consider Net Metering via various awareness campaigns, to achieve the required level.

The following initiatives have been included in the planning for the next five years, and include:

Table 13. Small-scale Embedded Generation Programmes

Developmental Programme / Requirement	Project Description
Net Metering Rules	Implement the Rules by July 2017 to promote the uptake of small-scale embedded generation
Development of Renewable Energy Policy	Develop the Policy that will guide procurement of renewable energy and obtain Council approval by June/July 2017
Procurement of Renewable Energy Plant	After Policy approval, procure the new renewable plant in line with the new Procurement Act.

KPA 24: Alternative Water Supply

Given the location of Windhoek in the central highlands where no natural water sources are found, it is a fact that NamWater/GRN, and by extension the City, have fully utilised all available water sources. This is the primary reason why the GRN is currently pursuing two water supply alternatives to augment the ailing existing supply scheme, namely:

- Supply from the Okavango River +/-800km away;
- Desalination at the Central Coast +/-350km away.

It is clear that the above-mentioned options fall outside of the City's jurisdiction, however the option to reuse and optimise available sources becomes even more important. In this regard, the City is pursuing the overall strategic goal of maximum reuse and minimising internal losses.

Projects, Programmes and Initiatives

24.1 Gammams Direct Potable Reclamation Plant (DPR)

The City has already commenced with an initiative to establish an additional direct potable reuse facility at the Gammams site to enable the City to reclaim treated for potable consumption. This will not only diversify supply but will also play a pivotal role as an interim water supply option under future augmentation by the GRN as well as improve overall water quality in the cycle.

24.2 Water Loss Reduction

This initiative has the sole purpose of optimising the use of scarce and costly available water resources through minimising technical and non-technical losses. A unit is currently being established to benchmark this and to craft an improvement and maintenance plan to bring losses to an acceptable level as well as maintaining the status quo.

Table 14.Strategic Objective 11 and KPA

THEME: SOCIAL PROGRESSION This theme seeks to ensure that the City is productive, inclusive and sustainable through rendering access to urban services, socio-economic opportunities, spatial inclusiveness, quality urban environments and vibrant city life.	
STRATEGIC OBJECTIVE 11 PROVIDE SMART PUBLIC TRANSPORT	KEY PERFORMANCE AREA (KPA) The KPA for Strategic Objective 11 is: <ul style="list-style-type: none"> ▪ KPA 25: Public Transportation
The objective of the Sustainable Urban Transport Master Plan (SUTMP) is to provide efficient, affordable, equitable, safe and convenient public and non-motorised transport (NMT-i.e. cycling and walking lanes) to the residents of the City and its surroundings.	

KPA 25: Public Transportation

The Public Transportation KPA is aimed at ensuring that the City has an efficient, integrated and intermodal transportation system that:

- Creates a quality urban environment;
- Improves resilience and resource efficiency;
- Positions Windhoek as a global leader in adopting innovative solutions to transport challenges to reduce congestion and manage land-based public transport;
- Ensures that Windhoek has an efficient public transport system that supports economic growth and development as well as social inclusion.



The City, in collaboration with other stakeholders, developed a Non-Motorised Transport (NMT) strategy for Windhoek. This strategy seeks to develop the necessary measures to cater for:

- The most urgent implementation of new pedestrian infrastructure or the safeguarding of existing pedestrian infrastructure;
- Medium-term implementation which involves the development of a feasible pedestrian and cycling network;
- Long-term implementation comprising a comprehensive NMT network and services for Windhoek.

Projects, Programmes and Initiatives

25.1 Non-Motorised Transport (NMT) Strategy

The City's Non-Motorised Transport (NMT) Strategy seeks to change individual travel behaviour in favour of more sustainable options and to effectively utilise the available capacity in the overall transport system. Over the next five years, the City will expand the non-motorised transport network, which includes pedestrian paths, cycle ways, signage and intersection improvements that are universally accessible and to achieve improved access and mobility. Some of the measures identified in the NMT Strategy include a flexible working programme, high occupant vehicle priority strategies as well as, park and ride facilities.

25.2 Roll-out of Flexible Working Project

This project comprises some options, including flexi-time, compressed work weeks, remote working or telecommuting options. The flexible working project, which will be initiated first, will help the City to lead by example and produce evidence in support of reduced peak-hour congestion, lower vehicle kilometres travelled, lower vehicle emissions, improved utilisation of alternative transport modes and enhanced employee well-being. It is envisioned that all flexible working options will be rolled out by 2022.

25.3 Sustainable Urban Transport Master Plan (SUTMP): "Move Windhoek"

Windhoek's population is rapidly growing at 3.1 % per annum above the national growth rate of 1.4 % (2011 census). The population is fast approaching 400,000. Transport affects Windhoek's residents' daily lives in different ways, for instance in getting to and from work or being able to access essential services in the areas of the City. Windhoek, including its neighbouring towns, needs a new approach to ensure efficient and coordinated sustainable urban transport.

Even though many challenges in terms of urban transportation (such as congestion) are in an initial stage, the consequences of inadequate provision of public transportation are already measurable. The urban poor currently spend on average 25% of their disposable income on transportation - roughly 87% of the population is categorised as low-income earners who cannot afford cars.

Consequently, for the majority of the population, non-motorised transport and public transport are the only affordable options to meet their mobility demands.

The following initiatives are slated as part of the City's strategic plan:

- Modern Bus Network: New Bus Lines

Seven (7) new bus lines have been implemented (Line 1, 2 3, 4, 5, 6 and 11) and an additional seven will be introduced during the strategic period.

- Procurement of New Buses

Under the strategic period, the City will make budgetary provision to procure buses to improve the capacity of resources for better and quality service delivery.

Table 15. Strategic Objective 12 and KPA

Theme 2: Social Progression, Economic Advancement, Infrastructure Development This theme seeks to ensure that the City is productive, inclusive and sustainable through rendering access to urban services, socio-economic opportunities, spatial inclusiveness, quality urban environments and vibrant city life.	
STRATEGIC OBJECTIVE 12 EMPOWERMENT OF YOUTH, ORPHANS and VULNERABLE PERSONS <small>This objective focuses on the socio-economic empowerment of youth, orphans and vulnerable persons including people living with disabilities.</small>	KEY PERFORMANCE AREA (KPA) <small>The KPA for Strategic Objective 12 is:</small> <ul style="list-style-type: none"> ▪ KPA 26: Youth, Orphans and Vulnerable Persons Development

KPA 26: Youth, Orphans and Vulnerable Persons Development

The Youth, Orphans and Vulnerable Persons Development KPA aims to enhance leadership skills and promote pro-social values, which will empower the youth, orphans and vulnerable persons to make valuable contributions at school and in their communities.



Projects, Programmes and Initiatives

26.1 Social Programmes

Table 16. Social Programmes

Programme	Description	Target Audience	Number Reached / month
Awareness Raising	Conducting awareness raising sessions on various problems such as teenage pregnancy, HIV / AIDS Support Groups, cancer, etc	Youth OVC Vulnerable persons	4 sessions conducted per quarter with 25 participants at each session
National Events	Commemoration of World Elder Abuse Awareness Day, World Elderly Day and World Food Day	Vulnerable persons	3 events held per annum reaching 130 people per event
OVC Support	Girls Mentoring Programme	Youth OVC	10
	Soup Kitchen	OVC	350
	Maggie's Sun House	OVC	12
Poverty Alleviation	Community Gardens	OVC Vulnerable persons	350 7
Transport for elderly people and people living with disabilities (PWD)	Subsidised bus services for the elderly and PWD	Vulnerable persons	40
Katutura Old Age Home	Secure and safe shelter for elderly persons	Vulnerable persons	27

26.2 Early Childhood Development (ECD)

The City will assist ECD providers within its boundaries, particularly those in informal settlements, to comply with set standards and other regulations. This process also includes safety audits. Furthermore, the City will use advocacy, stakeholders' involvement, community mobilisation, public education, research, and monitoring as tools to achieve quality and standards at the ECD facilities. These initiatives will focus on the following:

- Registration and inspection of privately registered ECD Centres (370);
- Capacity building of private ECD service providers;
- Developmental programmes for two of the City's ECD Centres which cater for 220 children;
- Advocacy, stakeholder involvement and parental education.

Table 17 Strategic Objective 13 and KPA

Theme 2: Social Progression, Economic Advancement, Infrastructure Development is theme seeks to ensure that the City is productive, inclusive and sustainable through rendering access to urban services, socio-economic opportunities, spatial inclusiveness, quality urban environments and vibrant city life.	
STRATEGIC OBJECTIVE 13	KEY PERFORMANCE AREA (KPA)
INCREASE ACCESS TO SERVICES This objective focuses on the provision of basic services to informal settlements or creating access points to basic services in these areas.	The KPA for Strategic Objective 13 is: KPA 27: Basic Services (Informal Settlements)

KPA 27: Basic Services (Informal Settlements)

The City prioritises the need for the improvement of sanitation in the informal areas. The City of Windhoek, in the past, supplied these areas with the so-called communal toilet facilities but the excessive maintenance requirements, frequent water-wastage, theft and vandalism prompted a review of this approach. Various concepts, including dry sanitation units, were already assessed but failed mainly due to social objections.

The proposed new approach will provide a modular or similarly suitable sanitation facility that can be employed in communal areas where residents have settled informally and where no municipal infrastructure exists. Communities will be served in line with the City's Development and Upgrading Strategy where centralised facilities are created based on recommended standard coverage. Furthermore various related educational programmes will be rolled out. The aim is to provide a socially acceptable, technically feasible solution to both the water and sanitation needs of the residents in informal settlements while utilising the opportunity to also address other needs in these communities. In addition, there is a drive to prioritise the formalisation of the above areas as well as provide overhead electricity connections.

The solutions aimed at the project target area need to be:

- Temporary (to allow for the formalisation of the area in future);
- Modular (to allow for expansion and re-use in future);
- Safe (to address the needs of specifically women and children);
- Environmentally friendly;
- Sustainable (measured against current maintenance, theft and vandalism);
- Affordable (deviation from the approach to give for free).

Projects, Programmes and Initiatives

27.1 Informal Settlements Services

In aiming for the progressive upgrade of informal settlements, the City intends to achieve ongoing improvement in services, public space and tenure for informal settlement households as the City formalises its top structures. This will include securing the provision of and access to basic municipal services while empowering households by transferring plot ownership to residents who have the necessary means to construct their own informal, modular or brick-and-mortar structures.

In the meantime, the City remains committed to providing and maintaining general basic services to the informal settlement areas in line with national guidelines. These include access to water and sanitation services as well as regular refuse removal. Electricity connections are also provided where possible and subject to the applicable legislation.

Table 18 Strategic Objective 14 and KPAs

Theme 2: Social Progression, Economic Advancement, Infrastructure Development This theme seeks to ensure that the City is productive, inclusive and sustainable through rendering access to urban services, socio-economic opportunities, spatial inclusiveness, quality urban environments and vibrant city life.	
STRATEGIC OBJECTIVE 14	KEY PERFORMANCE AREA (KPA)
PROVIDE ENABLING ENVIRONMENT FOR TOURISM, TRADE AND INVESTMENT The objective refers to the establishment of a conducive environment for business development and growth in Windhoek.	The KPAs for Strategic Objective 14 are: KPA 28: Spatial Development Plan (SDF) KPA 29: Economic Development

KPA 28: Spatial Development Plan (SDF)

The SDF KPA sets out the future areas for expansion of residential areas, community facilities, industrial, business, resort development and other activities. It also indicates the urban edge and provides guidance on areas of highest impact and priority projects. The SDF provides spatially referenced data and a complementary spatial analysis of the issues within a municipal area. This analysis needs to be expanded to include the high-level spatial interactions and linkages both within a municipal area and regionally, including corridor development and national infrastructure development plans, resulting in integrated and strategic development.

Projects, Programmes and Initiatives

28.1 Spatial Development Framework (SDF)

The current SDF will cease to exist towards the end of 2017. A new SDF is targeted for completion by 2018. Considerations in the new SDF include the densification in existing towns, the further infill of existing vacant lots and the re-development of older buildings before new areas for town expansion are proposed.

The response required by the SDF can be summarised as follows:

Table 19. Spatial Development Framework Initiatives

Response Required	Municipal Action
Drafting of a new SDF	Review and align the SDF, LED, and the Environmental Management Plan
SDF to focus on main challenges facing municipality	SDF will be utilised in all of the City's planning processes
Land-use audit and inspection, coupled with corrective actions	Conduct land use audit, employ law enforcement authority to enforce compliance

KPA 29: Economic Development

The City will drive economic inclusion to achieve sustainable economic growth and development.

Projects, Programmes and Initiatives

29.1 Economic Development Projects

Various initiatives are included for the next five years namely:

Table 20. Economic Development Projects

Developmental Programme / Requirement	City's Action
Tourism: Development of Targeted Windhoek Tourism Development Strategy	Refining the project implementation plan
Economic Development: Development of Local Economic and Investment Incentives Strategy	Review of LED
Economic Development: Development of SMME Policy	Refining the project implementation plan
Investment: Investment Promotion Strategy	Marketing strategy to attract business

Table 21. Strategic Objective 15 and KPA

Theme 2: Social Progression, Economic Advancement, Infrastructure Development This theme seeks to ensure that the City is productive, inclusive and sustainable through rendering access to urban services, socio-economic opportunities, spatial inclusiveness, quality urban environments and vibrant city life.	
STRATEGIC OBJECTIVE 15 AVAIL SERVICED LAND IN ALL USE CATEGORIES	KEY PERFORMANCE AREA (KPA) The KPA for Strategic Objective 15 is: KPA 30: Land and Housing Delivery
The objective focuses on excelling in delivering serviced land in all use categories (i.e. residential, commercial and institutional).	

KPA 30: Land and Housing Delivery

The Land and Housing Delivery KPA refers to the compilation of a single integrated waiting list for housing and land delivery.

Projects, Programmes and Initiatives

30.1 New Housing Development Project

New housing developments will encourage urban densification and require the following:

- All housing units to be designed so that they are adaptable, extendable and able to densify over time;
- Vacant land inside the urban edge to be utilised more efficiently through infill initiatives;
- The release of unused land owned by other state entities;
- The promotion of mixed-use retail and residential development along key development nodes and transport corridors;
- The banking of land for future use, where the right type of development is not immediately possible.

Another significant consideration is to direct housing development towards transport routes so that residents can have easy access to public transport, employment and social amenities.

Table 22. Strategic Objective 16 and KPA

Theme 2: Social Progression, Economic Advancement, Infrastructure Development The goal of this theme is to ensure that the City is productive, inclusive and sustainable through rendering access to urban services, socio-economic opportunities, spatial inclusiveness, quality urban environments and vibrant city life.	
STRATEGIC OBJECTIVE 16	KEY PERFORMANCE AREA (KPA)
IMPROVE WATER SECURITY The objective is to safeguard the City's water supply in light of the scarcity thereof.	The KPA for Strategic Objective 16 is: KPA 31: Aquifer Recharge Scheme

KPA 31: Aquifer Recharge Scheme

Namibia's central areas, including the capital Windhoek, are highly vulnerable to droughts, which appear to be increasing in frequency with climate change. The proposed project supports the GRN to strengthen the resilience of the regional population to drought through a water banking scheme. This includes enhancing the resilience of job-creating industries and poor communities in informal settlements, where women are especially vulnerable to water shortages. The Project expands the capacity of the Windhoek Managed Aquifer Recharge Scheme (W-MARS) to enable adaptation to both temperature increases – storing water underground to prevent evaporation, and rainfall variability– capturing water in high rainfall years and banking it, along with treated, for years of drought.

The objective of the Project is to strengthen the resilience of the population and economy of Windhoek and the surrounding central areas to climate variability, through an expanded aquifer recharge scheme. The expected key result is increased resilience and enhanced livelihoods of the most vulnerable people, communities and regions. About 430,000 direct beneficiaries will gain from improved water provision in periods of drought. The Project is also aligned with Namibia's National Policy on Climate Change and anchored in the fifth National Development Plan (NDP5). While solutions, such as desalination and the Okavango river transfer, are currently being investigated to alleviate the water shortages by 2050 driven by economic and population growth, W-MARS offers an innovative and flexible response to deal with the additional risks posed by climate change. The project yields sustainable development benefits by reducing the costs of long-term augmentation of bulk water supply infrastructure, expediting improved access to water supply and sanitation for the urban poor, and avoiding cuts in production as a result of water rationing during droughts.

Projects, Programmes and Initiatives

31.1 Completion of W-MARS Project

During the drought of 2014 - 2016, a portion of the project (approximately 40%) was implemented as part of an emergency strategy to save the City from the massive impact of running out of water. The programme to complete the remainder of the project is expected to be implemented over the next four (4) years.

31.2 Funding Initiative

To enable the completion of the above, a separate and dedicated funding initiative has been launched aimed at utilising the climate impact of the water security project to solicit funds from the Green Climate Fund (GCF) as global funding support mechanism. A proposal for consideration is planned for tabling at the Board of the GCF in October 2017. If approved, the funding is expected to realise towards the middle of 2018.

Table 23 Strategic Objective 17 and KPA

Theme 2: Social Progression, Economic Advancement, Infrastructure Development The goal of this theme is to ensure that the City is productive, inclusive and sustainable through rendering access to urban services, socio-economic opportunities, spatial inclusiveness, quality urban environments and vibrant city life.	
STRATEGIC OBJECTIVE 17	KEY PERFORMANCE AREA (KPA)
INCREASE ELECTRICITY SUPPLY CAPACITY To explore alternative sources of energy supply.	The KPA for Strategic Objective 17 is: KPA 32: Increased Electricity Supply

KPA 32: Increased Electricity Supply

The City's energy demand has grown significantly and continues to grow at an accelerated rate due to developments in residential, commercial and industrial areas. Current electricity demand forecasts indicate that the existing installed capacity at NamPower's single-supply point to Windhoek of 160 MVA and the Van Eck transmission substation of 220/66kV, is expected to be surpassed by 2020.

Therefore, the City is under pressure to bring new capacity online by the said date. The City, therefore, intends to increase the existing capacity by an additional 50MVA, bringing the total available supply capacity to 210MVA. This additional capacity will be made available by NamPower from a new second bulk supply point to be established in Windhoek.

Therefore, the City is under pressure to bring new capacity online by 2020. To this end, the City intends to increase the existing capacity by an additional 50MVA, bringing the total available supply capacity to 210MVA. This additional capacity will be provided by NamPower from a new second bulk supply point to be established in Windhoek.

Projects, Programmes and Initiatives

32.1. Electricity Supply Development Programmes

Table 24. Electricity Supply Development Programmes

Developmental Programme / Requirement	Project Description
Construction of the Second Bulk Supply Point (220/132/66 kV) by NamPower	The project involves the physical construction of the supply point by NamPower. The City must, therefore, avail the necessary funds to the projected as per the payment schedule in order not to further delay the project.
Construction of the City's own 132/66 kV Interface Station to the Second Bulk Supply Point	This project involves the construction of the City's station adjacent to NamPower's new supply point as well as associated distribution infrastructure in order to connect to the existing distribution networks. This project will run concurrently with NamPower project hence provision will be made for sufficient funding to implement the project.
Construction of the 132kV Ring Network as per the 2016-2020 Electricity Master Plan	Develop an implementation plan as per the 2016-2020 Electricity Master Plan.
Internal Network Reinforcements and Reconfiguration Projects as per the 2016-2020 Electricity Master Plan	These projects will create electricity capacities in the already built-up areas, improve reliability and guarantee security of supply.

CHAPTER 3

FINANCING, MONITORING, REPORTING AND EVALUATION



1. INTRODUCTION

In order to ensure successful implementation of the Transformational Strategic Plan (2017-2022) the key components discussed in this chapter need to be in place. These components focus on financing, monitoring, reporting and evaluation. The City's previous strategic period serves as a learning curve regarding implementation. Clear governance structures will be put in place to ensure delivery of the strategic plan by the year 2022.

2. FINANCING

Financing is critical in the realisation of the strategic plan. Therefore, the City will develop a 5-10 year funding model within the 2017/18 financial year. This model identifies key strategic objectives and projects against which specific costs are attached.

Budgetary provisions are made on an annual basis in line with strategic objectives, programmes, initiatives, and projects. The strategic review and subsequent budgeting process run concurrently on an annual basis commencing in March of each year. A list of costed resources, including staffing plans (i.e. capabilities and competencies), forms part of the annual budgeting process.

3. MONITORING AND REPORTING

The City's performance against the annual plans will be reported on a quarterly basis. The City will produce annual organisational and financial performance reports at the end of each financial year, in line with sound governance principles.

In order to ensure the successful implementation of the *Transformational Strategic Plan (2017-2022)*, it is imperative that the City undertakes a process of annual planning to align its key performance indicators and targets, as well as its budget, to the outcomes envisaged in the *Transformational Strategic Plan (2017-2022)*.

Quality Process Results (QPR) is a management software solution for implementing the Balanced Scorecard and other strategic performance management frameworks. QPR Scorecard supports the organisation to successfully plan, implement, communicate, and commit its people to organisational strategies and objectives. The City uses these management software solutions to measure organisational performance, and to analyse management data for informed decision-making, and periodic reporting.

The QPR system helps to obtain organisation-wide commitment towards achieving goals set by allowing the organisation to translate strategy into operational objectives, key performance indicators and cascade scorecards from corporate, to departmental and divisional levels. This provides the Council and staff members insight into how their actions contribute to the organisation as a whole. QPR allows the organisation to enhance target setting by defining multiple targets, which provides the organisation with a means to monitor incremental progress toward defined milestones. Furthermore,



QPR enables the organisation to be more transparent and to understand the role of the organisation, departments and divisions.

The Performance Management System (PMS) also informs the review/monitoring process by way of steering the implementation process to ensure delivery of the strategic plan. As such, the *Transformational Strategic Plan (2017-2022)* will be reviewed annually to:

- Inform other components of the business process including (i.e. workforce planning, financial planning and budgeting);
- Consider internal and external factors that impact on priority issues, objectives, strategies, projects and programmes;
- Address any shortcomings in the Transformational Strategic Plan (2017-2022).

4. EVALUATION OF PLAN

Although the City will monitor and submit regular reports, it is imperative to evaluate whether the high-level outcomes and impact to the residents are achieved. The City will focus on evaluating certain areas with regard to relevance, efficiency, effectiveness, impact and sustainability of the strategic plan. The City will, therefore, embark on a mid-term evaluation in 2019/20 and again at the end of the strategic period 2021/22. However, evaluation of projects and programmes will continue throughout the strategic period.

5. CONCLUSION

The *Transformational Strategic Plan (2017-2022)* embraces the spirit of change regarding the City's practices, processes, governance, performance, technology and human capital capabilities. It is the culmination of broad stakeholder engagements and global trends in the smart cities concept that informs the City's next strategic agenda. The City is now poised to capitalise on its synergies and co-operation with central and regional government especially in terms of funding for key strategic projects.

There is a renewed sense of focus, urgency and commitment as reflected in the various national development frameworks of which the Harambee Prosperity Plan serves as the basis for the City's strategic intent. The themes of *Governance, Financial Sustainability and Social Progression, Economic Advancement and Infrastructure Development* take precedence over the next strategic period with a renewed sense of will from all stakeholders, to formalise informal settlement areas and increase access to basic services especially, sanitation and land and housing delivery.

The City remains a global contender and is compelled to render simpler, faster, efficient and meaningful services to an increasingly knowledgeable and sophisticated resident-base. Therefore, there is a steady move towards improving the City's technological capabilities and service offerings in line with the new strategy of becoming a smarter and more caring city. A city, whose residents act responsibly towards their obligations to the City of Windhoek.

It is, therefore, critical that all stakeholders work together in the spirit of Harambee and contribute towards the realisation of the City's strategic plan by the year 2022, and in so doing foster an inclusive, vibrant and prosperous city in which to live, work and play.

Annexure A

TRANSFORMATIONAL STRATEGIC PLAN (2017-2022)

KEY PERFORMANCE INDICATOR DESCRIPTIONS

THEME 1: GOVERNANCE AND FINANCIAL SUSTAINABILITY

Key Performance Indicator	KPI #	Descriptions
Public Participation: # of Public meetings scheduled and as needs arise	1A.1	This measure helps disclose the level of community engagement in the municipality and revolves around two cycles of public meetings per annum (26 meetings per series), in all ten constituencies of the city.
Public Participation: Bi-annual Public Meetings Reports	1A.2	Refers to the public programmes which have strategic bearing on the City's Mission and Vision. They include the annually planned two series of public meetings (26 meeting per series) in all ten constituencies of the City. Consolidated minutes of Public Meetings and the Consolidated Feedback Records will be produced and made accessible to the public.
National Events Commemoration	1A.3	Refers to the civic involvement of the City's residents in the following national events: <ul style="list-style-type: none">● Independence Day● Cassinga Day● Africa Day● Day of the African Child● Heroes Day● Human Rights Day
Public Safety and Security: Crime Rate Reduction	1B.1	The objective is to improve the current customer satisfaction level of City stakeholders by consistently reducing the crime rate (i.e. by a target percentage).
Public Safety and Security: % Reduction of Crash Rates	1B.2	As part of the future Customer Care Master Plan, this performance indicator will be compared against a statistically valid and scientifically defensible score from the annual survey of residents' perceptions of the overall performance of the safety and security services provided by the City. The measure is given against the non-symmetrical Likert scale as follows: 1 (poor); 2 (fair); 3 (good); 4 (very good); 5 (excellent).

		overall performance of the safety and security services provided by the City. The measure is given against the non-symmetrical Likert scale as follows: 1 (poor); 2 (fair); 3 (good); 4 (very good); 5 (excellent). The objective is to improve the current customer satisfaction level.
Public Safety and Security Establishment of Dedicated Courts	1B.3	Refers to all municipal related contraventions of municipal by-laws which need to be heard in a court of law. The dedicated court is an initiative to speed up prosecution of all municipal related contraventions as opposed to having cases accumulate at the current magistrate courts (because they are not considered crimes serious enough to be prioritised).
Public Safety and Security % Compliance to By-Laws	1B.4	Refers to total adherence to municipal by-laws from both the City as the enforcer and the external stakeholders within the jurisdiction of the City's boundaries. This includes traffic violations, fire safety code law enforcement and fines, outdoor advertisements, health, and environmental contraventions.
Public Safety and Security: Disaster and Emergency Risk Reduction vs. Plan Organisational Performance Management: Quarterly Performance Reports	1B.5	Refers to the reduction of risks identified in informal settlements, based on a wide risk assessment to maximise efficiency of resource deployments and service delivery.
Organisational Performance Management: Annual Performance Report	1C.1	The percentage of risks minimised as tracked on the Asset Register.
Organisational Performance Management: Quarterly Financial Reports	1C.2	The number of organisational performance reports submitted. The requirement is a total of 4 quarterly reports in a year.
Enterprise Risk Management % Risks Mitigated vs. Risk Register	1D	The percentage of risks minimised as tracked on the Asset Register.
Enterprise Risk Management % Progress vs. Internal Audit Recommendations Implemented	1E	Refers to a reduction of risk identified in informal settlements based on a wide risk assessment conducted to maximise efficiency of resource deployment and service delivery using a risk profile or register.
Leadership Development # of Leadership Programmes Completed	1F	Refers to the percentage of audit recommendations implemented following routine audits.
Customer Service: Customer Care and Centralised Call Centre Master Plan	1G	Refers to the total number of leadership programmes completed per annum for executives and staff in critical positions (i.e. as compared to the planned leadership programmes).
Customer Service: % Progress vs. Customer Care and Centralised Call Centre Master Plan	2A.1	Refers to the design of a business plan to implement a One-Stop Customer Care and Call Centre that offers a multitude of convenient and efficient services to all residents. The Master Plan also addresses the revamping of the Customer Care Centre and Satellite Offices (i.e. Okuryangava).
Customer Service: % Progress vs. Customer Care and Centralised Call Centre Master Plan	2A.2	Measures the % implementation of the Master Plan. The existing centres will become dispatch centres. Implement MyCity App.
Customer Service: Customer Satisfaction Score (i.e. 1-5)	2A.3	The objective is to improve the current customer satisfaction level. Satisfaction will be measured based on a statistically valid and scientifically defensible score from the annual survey of residents of perceptions of the overall performance of the services provided by the City (i.e. using a non-symmetrical Likert scale ranging from: 1

		being poor; 2 being fair; 3 being good; 4 being very good and; 5 being excellent). The objective is to improve the current customer satisfaction level.
Customer Service: Completion of Customer Service Charter	2A.4	The completion of a Customer Service Charter that seeks to provide a framework that defines service delivery standards, the rights of residents, and how complaints from residents will be handled.
Procurement Effectiveness: % Procurement Appeals Handled vs. Appeals Submitted as per Procurement Act	3A.1	The key to the measurement is the balancing of efficient processes and effective results in procurement. This indicator measures the efficiencies of the procurement process.
% Implementation of Procurement Act	3A.2	Implementation of Procurement Act No. 15 of 2015
Effective adherence to Procurement Plan	3A.3	<p>The indicator measures the level of competition achieved through a competitive bidding process and all contracts awarded through an open and competitive process.</p> <ul style="list-style-type: none"> • Project scope needs to be defined. • Feasibility study needs to be conducted. • Request for Proposals need to be sent out. • For testing, the City will look at the swimming pools and stadiums.
Wi-Fi Access: Public Wi-Fi Access Locations # of Municipal Buildings Wi-Fi Access Commissioned	4A.1	<p>Phase 1: Discussions – 1 month</p> <ul style="list-style-type: none"> • Research – visiting sites/towns/countries • Define Scope • Define Deliverables <p>Phase 2: Tendering (as per new Procurement Act)</p> <p>Feasibility Study – 4 month</p> <ul style="list-style-type: none"> ▪ RFP – to partner with the on Wi-Fi Project – 4 month – depends on feasibility study <p>Phase 3: Implementation (4-year period)</p> <ul style="list-style-type: none"> • Implement subject to budget approval.

<p>Wi-Fi Access: # of Municipal Buildings Wi-Fi Access Commissioned</p>	<p>The number of municipal (CoW) buildings that have Wi-Fi Access:</p> <ul style="list-style-type: none"> • Public Transport (PT) • Procurement (Proc.) • Simon De Wet • Human Capital and Corporate Services (HCCS) • Electricity (ELE) • Bulk Water and Waste Water (BWWWW) • Emergency Services (EMS) • Social and Youth Development (SYD)
<p>Business Systems: # of Improved Processes to Level 1- Governance of Enterprise IT (GEIT) Programme Implementation</p>	<p>4B.1</p>
<p>Business Systems: % Enterprise Resource Planning (ERP) Projects from Pre-projects to Inception Phase</p>	<p>4B.2</p>
<p>Business Systems: % ERP Projects from Inception to Implementation Phase</p>	<p>4B.3</p>
<p>Business Systems: # of ICT Systems Audits</p>	<p>4B.4</p>
<p>Business Continuity: % Completion of Data Recovery Site</p>	<p>4C.1</p>
<p>Business Continuity Plan for the City (Date)</p>	<p>4C.2</p>
<p>Paperless Business Environment: % Implementation of Electronic Based Paperless Solution</p>	<p>4D</p>

THEME 1: GOVERNANCE AND FINANCIAL SUSTAINABILITY

Table 25b. Theme 1 KPI Definitions

Project	KPI #	Projects / Descriptions
Township Development Fund: Funding Secured for Informal Settlements (prioritise informal settlements)	5A.1	This indicator measures the amount of funding (N\$) secured for the upgrading and improvement of living conditions in the informal settlements (Low-income areas with high priority on informal settlements).
Strategic Funding: CAPEX funding secured from Central Government (Govt.) / Other Sources (N\$)	5A.2	This indicator measures the City's engagement levels with Central Government (i.e. Ministry of Finance and Ministry of Urban and Rural Development) and other sources (i.e. DFIs, donors, financial institutions) in terms of securing sufficient funding for basic services and infrastructure.
City Police: Funding secured from Central Govt. / Other Sources	5A.3	This indicator measures capital infrastructure funding (N\$) from Central Government and other sources, to sustain services offered to the Central Government. The services range from (the escort of dignitaries from all foreign countries, issuing of traffic fines and ambulance services for residents and foreign nationals).
Emergency Services: Funding secured from Central Govt. (N\$) / Other Sources	5A.4	Emergency Management functions are aimed at lifesaving and property protection such as responding to informal dwelling fires, wildland/grass fires, prehospital emergency care/ambulance and any other emergency. Funding for the procurement of, among others, fire inspection duty vehicles, ambulances and firefighting vehicles will be sourced from the Central Government.
Public Transport: Funding secured from Central Govt. (N\$) / Other Sources for the acquisition of new busses	5A.5	Council will replace the ageing bus fleet with eight (8) / ten (10) busses on an annual basis.
Funding secured for strategic land acquisition	5A.6	This indicator is aimed at ensuring that Windhoek does not run out of available developable land (Hectares) by ensuring land is acquired in strategically located areas where densification or new development is envisaged. It aims to go hand in hand with the City's strategic growth direction.
Revenue Collection: % Townships Completed vs. Stand Audit	6A.1	The City will embark on a house-to-house audit of all metering stands to determine what services each household currently receives, with the view to ensuring that all properties receiving services are identified and correctly billed.
# of Electricity Meters Converted to Prepaid	6A.2	All vulnerable residents need to be assisted with prepaid electricity meters to retain control over consumption as a sustainable long-term measure to control bad debts.
Revenue Collection: Prepaid Water Strategy	6A.3	A strategic plan will be developed to assist all vulnerable residents in gaining access to prepaid water meters to retain control over consumption as a sustainable long-term measure to control bad debts.
Revenue Collection: Rental Income Collected (Lease Rentals)	6A.4	The signing of lease agreements by Council and all lease owners, for proper management and collection of revenue (i.e. Rental Income Collected vs. Lease Rentals Due).

External Audits: Auditor-General's Opinion	7A	<p>The indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor-General in determining his opinion. An unqualified audit opinion refers to the position where the auditor, having completed his audit, has no reservation as to the fairness of the presentation of financial statements and their conformity with the General Recognised Accounting Practice. This is referred to as a 'clean audit' (i.e. target of this KPI). Alternatively, in relation to a qualified audit opinion, the auditor would issue this opinion in whole, or in part, over the financial statement if these are not prepared in accordance with the General Recognised Accounting Practice, or could not audit one or more areas of the financial statements. Future audit opinions will cover the audit of predetermined objectives.</p> <p>Percentage reflecting year-to-date spend/total budget, less any contingent liabilities relating to the capital budget. The total budget is the Council-approved adjusted budget at the time of the measurement. Contingent liabilities are only identified at year-end.</p>
Capital Expenditure: Capital Budget Spend	7B	<p>7C.1 The purpose of the ratio is to provide assurance that sufficient revenue will be generated to repay liabilities.</p> <p>7C.2 Refers to strategies that will consistently reduce the Debt Book over a period of time (i.e. target % reduction)</p>
Debt Management Debt / Total Borrowings to Total Operating Revenue Ratio	7D	<p>The ratio indicates the ability of the City to meet, at least, its monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue, during that month.</p>
Debt Management: Reduction of Debt Book	8A.1	<p>To collect a Safety and Security levy for services rendered by City Police and Emergency Services to residents to ensure the ability to provide the required service levels in a sustainable manner.</p>
Cost Reduction Cash: Cost Coverage Ratio	8A.2	<p>The City Police is responsible for traffic law enforcement and road safety operations on behalf of the Ministry of Works and Transport. Most of the levies are paid to the RFA which, in return, need to be transferred to road traffic and transportation enforcement agencies (i.e. target is to recover 100% of the levies due to the City).</p>
Sustainable Revenue: Safety and Security Levy Collection	9A	<p>Percentage of applications approved within statutory timeframe of 28 days. The objective is to improve approval time of the applications (i.e. % of building plans approved within statutory timeframe requirement). This improvement will be over and beyond the course of the five-year term of the Transformational Strategic Plan (2017- 2022) but targeted annually as the weighted average percentage achieved for the specific year. The approval of building plans is measured within the statutory time frames. Refer Local to Local Authorities Act (Act of 1992).</p>
Sustainable Revenue: Road Fund Administration (RFA) Contribution	9B	<p>This indicator officially recognises the system that determines and regulates the use of land. It will also deal with processes through which land will be developed and its usage. It will further define the activities on land and regulations. The aim is to ensure that Town Planning applications are completed within an acceptable timeframe given the scope of work involved (i.e. average timeframe target in months).</p>
Building Plans: Building Plans Approval Rate	10A.1	<p>This indicator measures the total amount of power (megawatts-MVA) generated through renewable energy generators such as rooftop solar photovoltaic (PV) panels connected to the electrical grid on the consumer's electricity meter as allowed by the Net Metering Rules. The City would like to allow a maximum generation of 12 MVA from these</p>

		<p>generators (i.e. MVA capacity target).</p> <p>Projects from Pre-projects to Inception:</p> <ul style="list-style-type: none"> • Draft a Renewable Energy Policy and submit it for the Council's approval, • Application of Generation License from the Electricity Control Board (ECB), • Tender Process for the City's Renewable Plant. • Appointment of Construction Contractor.
Renewable Energy Generation: Solar and Wind Generation	10A.2	<p>This indicator measures the development of the City's own renewable energy generation plant(s) connected to City's electrical distribution network as guided by the Renewable Energy Policy. The City would like to diversify and minimise reliance on NamPower by allowing for at least 10% (15 MVA) of the electricity to be generated from renewable energy sources (i.e. MVA capacity target).</p> <p>Projects from Inception to Implementation:</p> <ul style="list-style-type: none"> • Construction of Renewable Plant • Integration of the Renewable Plant into the City's Electricity Networks. • Operational Renewable Energy Plant.
Renewable Energy Generation: Waste-to-Energy Sources	10A.3	<p>This indicator measures the units of energy that can be generated per tonne (T) of waste from the City's Solid waste Management (SWM) Renewable Waste-to-Energy Power Station (i.e. MVA capacity target).</p>
Alternative Water Supply: Establishment of additional DPR Plant	10B	<p>This refers to the establishment of an additional facility for the direct potable reuse of treated waste water. The primary driver for this is increased water security (i.e. Progress vs Project Target)</p>

THEME 2: SOCIAL PROGRESSION, ECONOMIC ADVANCEMENT, INFRASTRUCTURE DEVELOPMENT

Table 26a. Theme 2 KPI Definitions

Project	KPI #	Projects / Descriptions
Public Transportation % Progress vs. Sustainable Urban Transport Master Plan (SUTMP)	11	The SUTMP focuses on the development of Public Transport (PT) and Non-motorised Transport (NMT, i.e. cycling and walking lanes) solution for the City. The project proposes action on Transport Management and “Cross-Cutting Measures” comprising capacity-building and institutional arrangements. This indicator measures the progress or lack thereof of the SUTMP and what needs to be addressed for successful implementation of the project.
Youth Development: Youth Development including OVC and Training for Qualifying Schools (Grade 10 – 12)	12A.1	The project includes the City’s Junior Council in 35 junior and senior schools. The out of school activities include youth training, mentoring and skills development in all ten constituencies of the city. There is collaboration with NYC programmes on some of the youth projects.
# of Scholarships Awarded	12A.2	Scholarships to be awarded in partnership with the City of Nanjing as part of the co-operation agreement. ** Bursaries offered by the City in line with Strategic Imperatives and Talent Management Plans.
# of Internships per Annum	12A.3	Measures the number of internships awarded during the review period.
# of Land Allocations Awarded to Youth (1st-time buyers)/low-cost housing Pilot)-	12A.4	Measures the number of houses awarded to the youth during the review period.
% of Youth Starting Businesses post Training	12A.5	Measures the percentage of youth that participated in training interventions that started their businesses.
% of Innovative Business Start-ups Obtaining Financial and Business Support	12A.6	Measures the percentage of business support provided to the youth (start-up businesses) who participated in training interventions.
# of OVC/persons supported	12A.7	The projects include community soup kitchens, old-age-homes, bus-tickets for elders and vulnerable persons, community gardens, and other related cases mainly in the informal settlement areas.
Basic Services (Informal Settlements: # of Residents served with Basic Services before formalisation (i.e. water, sanitation and electricity)-Pilot Study	13A.1	This refers to the number of residents who have access to all services (i.e. water, sanitation) in informal settlements. A pilot study to address shortcomings in the existing approach will be launched in 2017/18 in an effort to find a sustainable solution to providing basic services in the informal settlement areas.
Basic Services (Informal Settlements: % Progress vs. Council Upgrading and Development Programme (existing tarred arterial roads-i.e. Wanaheida)	13A.2	Refers to part of the Council’s annual roads surfacing programme in the northern suburbs specifically the existing tarred arterial roads.

Basic Services (Informal Settlements: Upgrading and Development Strategy	13A.3	The Upgrading and Development Strategy aims to provide the City and other concerned stakeholders with a clearer picture of informal settlements and the dynamics of informal residential development in the City. It also provides recommendations for interventions that can remedy problems and challenges related to informal urbanisation.
Basic Services (Informal Settlements: # of CoW Vending Points	13A.4	Refers to residents having access to purchase prepaid services in all townships.
Basic Services (Informal Settlements: % of Informal Settlements Receiving Refuse Collection Services	13A.5	This indicator reflects the percentage of informal settlements receiving a weekly door-to-door refuse removal collection service for the period under review. The collection of domestic refuse in informal settlements is done through contract services and employing local labour. Three-year contracts are awarded to a legitimate main contractor through the procurement process.
Basic Services (Informal Settlements: % Projects (extension of existing landfill site) from Pre-projects to Inception Phase	13A.6	This indicator reflects the feasibility study, preliminary design and Environmental Impact Assessment (EIA) phase for providing additional landfill airspace for general and hazardous waste disposal. A project currently underway is the preliminary design and EIA of the "Feasibility Study, Design and Construction of the Possible Further Optimisation of the Küperberg General and Hazardous Waste Disposal Facility".
Basic Services (Informal Settlements: % Projects (extension/new landfill site) from Inception to Implementation Phase	13A.7	This indicator reflects the Detail Design and Construction phase for providing for additional landfill airspace for general and hazardous waste disposal. Currently, the project underway is the "Feasibility Study, Design and Construction of the Possible Further Optimisation of the Küperberg General and Hazardous Waste Disposal Facility".
Basic Services (Informal Settlements: # of Informal Settlements Areas Formalised	13A.8	This indicator reflects the number of informal settlements formalised or proclaimed within a particular period (also known as Brownfields development). These are the City initiated and driven township establishment projects aimed at formalising informal areas to ensure that security of tenure and orderly development takes place across the City boundaries.
Basic Services (Informal Settlements: # of Public Facilities in Informal Settlements (i.e. swimming pools, libraries, fire stations, parks)	13A.9	The reservation of plots and construction of, specifically, fire stations at strategically identified areas to bring fire brigade services closer to residents of informal settlements.
Basic Services (Informal Settlements: % of External Township Establishment Applications Completed vs. Applications Submitted	13A.10	This indicator is aimed at measuring the review and processing of privately initiated township establishments submitted by external consultants and private owners.
Basic Services (Informal Settlements: # of New Townships (Greenfields) Proclaimed Internally	13A.11	This indicator reflects the number of new Townships established or proclaimed within a particular period (also known as Greenfields development). These are the City initiated and driven townships establishment to ensure that land is made available to the residents

THEME 2: SOCIAL PROGRESSION, ECONOMIC ADVANCEMENT, INFRASTRUCTURE DEVELOPMENT

Table 26b. Theme 2 KPI Definitions

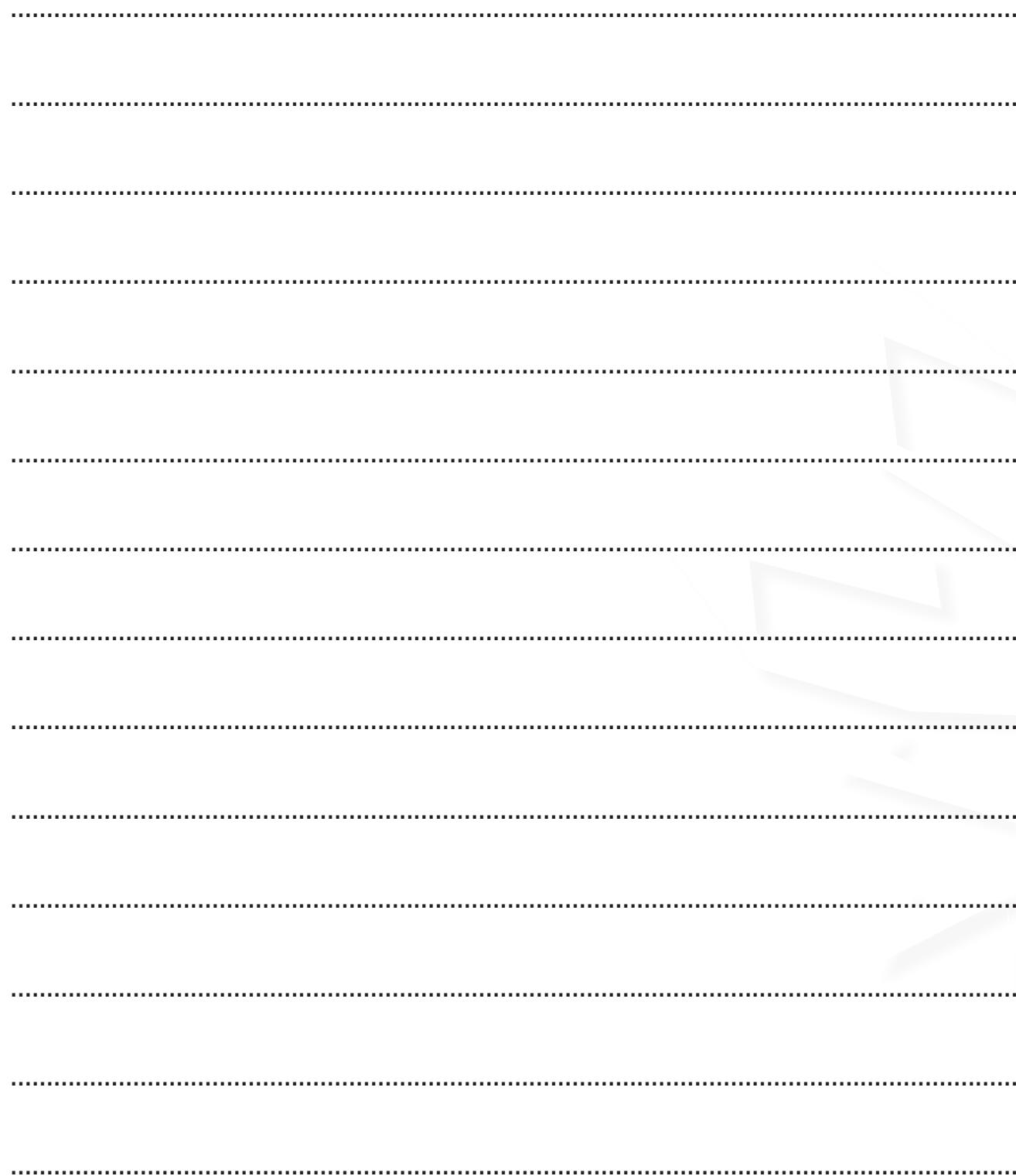
Project	KPI #	Projects / Descriptions
Spatial Development:		
Spatial Development Framework Completion	14A	Spatial Development Framework (SDF) represents the spatial planning policy within the City. It informs the determination to be a socially equitable, environmentally sustainable and functional urban environment.
Economic Development:		
% of Budget Spend on LED Projects	14B.1	The indicator measures the % of allocated/approved funds spent on the implementation of Local Economic Development (LED) projects as recommended in the Business Development Strategy.
Economic Development:		
Development of Targeted Windhoek Tourism Strategy	14B.2	Refers to the guiding document for Local Economic Development and investment incentives in the City.
Economic Development:		
Development of Local Economic and Investment Incentives Strategy	14B.3	Refers to the development and approval of a strategic perspective (choices and imperatives) by the Council and strategic plan (programmes) to realise the attraction and retention of investment into the City.
Economic Development:		
Development of Small and Medium Enterprise (SMME) Policy	14B.4	The SMME Policy Framework will develop an economic strategy towards accelerated and sustainable shared growth for Windhoek, by using entrepreneurship as a pathway. The policy further offers evidence-based policy options which will allow the City to make informed decisions for the acceleration of entrepreneurship, as a means for employment generation and creating sustainable livelihoods for small and medium-sized enterprises.
Economic Development:		
Investment Promotion Strategy	14B.5	Refers to the development and approval of a strategic perspective (choices and imperatives) by the Council and strategic plan (programmes) to realise the attraction and retention of investments into the City.
Economic Development:		
Local Authorities Funding: Formula for funding local authorities	14B.6	Local Authority funding refers to the support of the Central Government to the Local Authorities to supplement the ongoing programmes and strategic actions of local authorities.

THEME 2: SOCIAL PROGRESSION, ECONOMIC ADVANCEMENT, INFRASTRUCTURE DEVELOPMENT

Table 26c. Theme 2 KPI Definitions

Project	KPI #	Projects / Descriptions
Land and Housing Delivery # of serviced plots available in all land use categories	15A.1	Residential, business, and institutional land availed in all land-use categories.
Land and Housing Delivery: # of Affordable Houses Provided via Mass Housing, Windhoek Housing, Build-Together Scheme	15A.2	The number of affordable houses created with the support from the Local Government.
Land and Housing Delivery: # of Serviced Land Delivered via Public Private Partnerships (PPPs)	15A.3	Number of serviced erven delivered via Public Private Partnerships (PPPs)
Aquifer Recharge Scheme % Completion vs. Project Progress (Development of Extraction and Recharge Capacity of the Windhoek Managed Aquifer Recharge Scheme)	16	It measures the progress on the implementation of infrastructure, to abstract and recharge the aquifer.
Increased Electricity Supply: Increase capacity from 160 MVA n-1 supply to 210MVA n-1 supply	17A.1	Due to increased development and the continuous influx of people to Windhoek, the current declared capacity of 160 MVA (n-1) from NamPower is approaching its limit. This KPI thus addresses the capacity constraint by increasing existing electricity supply from NamPower to 210 MVA (n-1), to cater for future growth.
Increased Electricity Supply: % of network upgrade progress vs. Electricity Master Plan Targets	17A.2	The indicator measures the progress made by the City in implementing the Electricity Master Plan projects.
Increased Electricity Supply: % of demarcated households in informal settlements with access to electricity services	17A.3	The indicator measures the proportion of households in the demarcated informal areas with access to electricity.
Increased Electricity Supply: # of Pre-financed Connections (auxiliary installations)	17A.4	The indicator measures the number of pre-financed electricity service connections. These connections are made in low-income areas where customers cannot afford upfront service connection fees. The aim is to increase access to electricity in the said areas.
Increased Electricity Supply: Reticulation in informal areas subsidised	17A.5	The indicator measures the number of subsidised reticulation in the informal areas. The subsidies are both from the City's own resources and, Central Government subsidies including TIPEEG.

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