



STRATEGIC PLAN

2022-2027



Vision: To be a Sustainable and Caring City by 2027

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ABBREVIATIONS

Table 1: Abbreviations

| ABBREVIATION | DESCRIPTION |
|---------------|---|
| BSC | Balanced Scorecard |
| CAPEX | Capital Expenditure |
| CSF | Critical Success Factors |
| ERP | Enterprise Resource Planning |
| HPP | Harambee Prosperity Plan 1.1 |
| IBP | Integrated Business Plan |
| KPA | Key Performance Area |
| KPI | Key Performance Indicator |
| MoF | Ministry of Finance |
| MURD | Ministry of Urban and Rural Development |
| NDPs | National Development Plans |
| NDP5 | Fifth National Development Plan |
| OHSW | Occupational Health, Safety and Wellness |
| PESTEL | Political, Economic, Social, Technological, Environmental and Legal |
| PMS | Performance Management System |
| SEA | Strategic Environmental Assessment |
| SWOT | Strengths, Weaknesses, Opportunities and Threats |
| SOLAR | Service Oriented Local Authority Resources |



Table 2: Glossary of Terms

| TERMS | DEFINITION |
|----------------------------------|---|
| Baseline | The status quo or starting point against which, a project is measured |
| Core Values | The institutional beliefs demonstrated in the daily behaviours of all employees |
| Critical Success Factors | Areas in which an organisation must excel to successfully implement the strategic plan |
| Key Performance Area | High-level deliverables required to achieve strategic objectives |
| Key Performance Indicator | The measurements used to track the attainment of the strategic objectives |
| Mandate | The power (normally legislative) that is officially given to a group of people to carry out a function |
| Mission Statement | A statement that declares the organisation's reason for existence, whom it serves, and how it intends to serve them |
| Organ of State | Any department of state or administration in the national, regional, or local sphere of government |
| Risk Management | The identified threats/dangers that are assessed and for which strategies are crafted to manage/mitigate risks that might potentially affect the ability to achieve the strategic plan. |
| Strategic Map | A diagram that illustrates the primary strategic goals pursued by an organisation and their interdependence in achieving the organisational vision |
| Strategic Objectives | The specific desired results that an institution intends to achieve in pursuit of its mission |
| Target | A quantified statement of the level of performance an organisation intends to achieve over a specific period |
| Themes | High-level business strategies that form the basis of an organisation's business model |
| Vision Statement | A statement that describes what an organisation strives for and aspires to be in the future |
| Values | Values represent the foundation of organisational culture and are uniquely crafted and supported by the desired behavioural descriptions against which the culture is measured at regular intervals |



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FOREWORD



Namibia has set national goals to guide deliberate efforts to improve its people's quality of life. Namibia's Vision 2030 intends to ensure a *"prosperous and industrialised Namibia, developed by her human resources, enjoying peace, harmony and political stability"*. The efforts to achieve this vision are encapsulated in the development and implementation of National Development Plans (NDPs). Thus far, the Namibian Government, through the National Planning Commission, has developed and coordinated the implementation of NDPs 1 – 5, of which Government Offices, Ministries and Agencies, State Owned Enterprises, Local Authorities, and other relevant stakeholders serve as the implementers.

As per the National Performance Management Framework, the National Planning Commission encourages all stakeholders of Vision 2030 to ensure implementation by developing

strategic plans that are aligned with NDPs and the Harambee Prosperity Plan 11 (HPP II). The main reason for aligning the Institutional Strategic Plans is to ensure that all contributors to the attainment of Vision 2030 and NDPs remain focused on realising National Goals for long-term sustainable socio-economic growth. The achievement of Vision 2030 and the various NDPs is only possible if institutions make a concerted effort on implementing the strategic initiatives allocated to them.

The City of Windhoek is a key stakeholder in ensuring the implementation and attainment of Vision 2030 and NDPs. During the process of developing the City of Windhoek's *Strategic Plan (2022 – 2027)*, we actively strived to ensure that the plan is aligned with high-level National Documents, such as NDP 5 and the HPP II. This alignment will ensure that the organisation implements the strategic plan and automatically addresses the national goals. While financial resources may hinder the implementation of the plan, collective effort and collaboration with other stakeholders, rooted in a collective desire to prosper as a nation, are key enablers towards successful and timely implementation of the *Strategic Plan (2022 – 2027)*.

CLLR. JOSEPH UAPINGENE

MAYOR: CITY OF WINDHOEK



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The main reason for aligning the Institutional Strategic Plans is to ensure that all contributors to the attainment of Vision 2030 and NDPs remain focused on realising National Goals for long-term sustainable socio-economic growth.

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MAYOR: CITY OF WINDHOEK



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EXECUTIVE SUMMARY



Local Authorities in Namibia require a continuous commitment and improvement to service delivery. Council and the entire staff of the Municipal Council of Windhoek must therefore remain conscious of the impact their performance has on the level of service provided to the residents of Windhoek. We are, therefore, expected to set high standards of service delivery and in developing plans that will contribute to the enhancement of the quality of life of all people within the boundaries of the Municipal Council of Windhoek.

It is within this context that the Municipal Council of Windhoek's *Strategic Plan (2022 – 2027)* plots the strategic direction and road map for the 2022 – 2027 period through which the organisation's Vision, Mission and Strategic Objectives are achieved and decisions made. The vision statement serves as a long-term goal and will be extended beyond the (2022 – 2027) period. The plan identifies the strategic objectives, key performance areas,

and measures that demonstrate the expected outcomes over the next five years. This is a blueprint that articulates the Municipal Council's strategies on how it intends to best serve the residents of Windhoek and all its stakeholders. Our commitment to our stakeholders and development partnerships remains a key component in ensuring the delivery of the strategic plan.

Considering that the Municipal Council of Windhoek is an Organ of State, the *Strategic Plan (2022-2027)* is aligned to the national agenda themes, namely, the Fifth National Development Plan (NDP 5) and the Harambee Prosperity Plan II (HPP II). We are aware that it will not be easy to achieve the strategic objectives given the development challenges brought about by prevailing economic conditions. It is therefore an absolute necessity that we collaborate and join hands with all stakeholders in overcoming the challenges presented, and rigorously pursuing excellence in all our endeavours.

The Organisational Performance Policy provides the organisational framework in line with the Balanced Scorecard (BSC) methodology and principles.

The corporate scorecard comprises perspectives, themes, strategic objectives, key performance areas, key performance indicators, targets, and responsible drivers. The corporate scorecard is further cascaded to departmental scorecards to ensure the effective implementation of the strategic plan.



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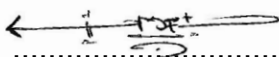
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The success of the plan depends on effective and consistent monitoring, evaluation, and reporting as part of the strategic planning process. The purpose of monitoring and evaluation is to track progress against the strategic plan, identify obstacles, mitigate risks, and develop corrective measures. At times, it may become necessary to revise previous assumptions and adjust strategies accordingly. The Municipal Council of Windhoek will continue to provide regular organisational performance reports to stakeholders in line with good governance principles.

In conclusion, the Municipal Council of Windhoek will strive to provide effective and efficient service delivery through a competent and skilled workforce. Together with our esteemed stakeholders, we can effectively implement this strategic plan.



MR DANIEL MAANDA

ACTING CHIEF EXECUTIVE OFFICER



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INTRODUCTION



1.1 Background

During the period under review (2017 – 2022), Council has prioritised, amongst others, the provision of housing and basic service delivery, particularly in the informal areas. This aligns with the national agendas as outlined in National Development Plans, Harambee Prosperity Plan (HPP II), and Vision 2030. Council continued to direct and guide the development agenda as per its mission: *“to enhance the quality of life for all our people by rendering efficient and effective municipal services”*.

The Municipal Council of Windhoek’s *Strategic Plan (2022 – 2027)* is the principal strategic framework that guides decision-making within the organisation and focuses Council’s efforts on core business and budget priorities. It also communicates the organisational strategic intent, which translates into the Vision, Mission, Values,

Themes, Strategic Objectives, Key Performance Areas, Key Performance Indicators, and Targets.

The Strategic Plan (2022 – 2027) is the third strategic document following the *Transformational Strategic Plan (2017 – 2022)* and the *Integrated Business Plan – IBP (2011 – 2016)*. It considers areas of mutual interest with the primary stakeholders (i.e., Ministry of Rural and Urban Development, National Planning Commission, Ministry of Finance, and Khomas Regional Council). Moreover, it highlights critical funding needed 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 HPP II, as reflected in the corporate scorecard, with clear targets set for the strategic period.



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2 MANDATE

The Municipal Council of Windhoek's mandate is derived from the Local Authorities Act, Act 23 of 1992 (as amended), Section 30 (1). In summary, the powers, duties, functions, rights, and obligations of a Local Authority are to:

- Supply water
- Provide, maintain, and operate a system of sewage and drainage for residents
- Removal of refuse
- Establish and maintain cemeteries
- Construct and maintain streets and public spaces
- Supply electricity or gas (as per the Electricity Act, Act 2 of 2000)
- Establish, carry and maintain a public transport service
- Establish housing schemes
- Construct and lease to market houses, auction/sale rooms, stalls, and warehouses
- Establish, operate, and maintain abattoirs, aerodromes, ambulance services, bands and orchestras, dipping tanks, museums and libraries, and traffic services
- Acquire, hire, mortgage, and sell immovable property
- Borrow money and accept donations

Determined by notice in the Government Gazette: In terms of section 30 (1) (4) of the Local Authorities Act, Act 23 of 1992 as amended.

- Charges, fees, and other monies in respect of services

And generally:

To do anything necessary or conducive to the exercising of its powers and enhancing the performance of its duties and functions in terms of the Local Authorities Act.



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3.1 Vision Statement

The vision statement for the Municipal Council of Windhoek is stated as follows:

“To be a Sustainable and Caring City by 2027”

In pursuit of the vision statement, the Municipal Council of Windhoek describes sustainable concepts through four descriptions as illustrated in the table below:



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Table 3: Sustainable City Concept Descriptions

| SUSTAINABLE CITY CONCEPT | DESCRIPTION |
|--|--|
|  Financial | Sustain ourselves through revenue and tax sharing and funding from the Government of the Republic of Namibia for CAPEX, Safety, Early Childhood Development, and social projects |
|  Social | Inclusivity, quality of life and social progression emphasising the Caring City concept, corporate social responsibility, and partnerships |
|  Economic | Enhance economic development (investment and creating and sustaining a favourable economic environment) |
|  Environmental | Safe, healthy environment, and protection of current and future resources to minimise exploitation |

In pursuit of the vision statement, the Municipal Council of Windhoek describes Caring City as follows:

Table 4: Caring City Concept

| CARING CITY CONCEPT | DESCRIPTION |
|--|---|
|  Caring City | We render efficient and effective basic services to ensure the dignity of all residents |



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3.2 Mission Statement

The Mission Statement for the Municipal Council of Windhoek is stated as follows:

“To enhance the quality of life for all our people by rendering efficient and effective municipal services”.

3.3 Core Values

The organisation adopted five values for the Strategic Plan (2022 – 2027). These values are uniquely crafted and supported by desired behavioural descriptions as indicated in the table below. Values represent the foundation of organisational culture and should be instilled into the fabric of the organisation. A behavioural value-based framework creates accountability in staff members, which ultimately impacts stakeholders’ perceptions and experiences of the organisation.


Table 5: Core Values and Descriptions

| CORE VALUES | DESCRIPTION | MEASUREMENT | REMEDIAL STEPS/CONSEQUENCES TO ADDRESS NON-ADHERENCE TO VALUES |
|---|--|-----------------------------------|--|
|  Teamwork | We work together towards a common goal and foster creativity, team spirit, trust and mutual support | Value-based assessments | <ul style="list-style-type: none"> • Training and development • Team building • Enforcement of Labour Relations Policies |
|  Customer Focus | We render efficient, professional and reliable service to all stakeholders by embracing Total Quality Management principles | Customer satisfaction assessments | <ul style="list-style-type: none"> • Adherence to Customer Charter • Training and development • Benchmarking with other customer centres • Team building • Enforcement of Labour Relations Policies |
|  Communication | Share clear, timely and relevant information in a transparent manner through regular communication platforms with internal and external stakeholders | Value-based assessments | <ul style="list-style-type: none"> • Adherence to Communications Policy and Strategy • Training and development • Benchmarking with other organisations • Team building • Enforcement of Labour Relations Policies |
|  Fairness & Equity | We treat all staff and residents in a just and unbiased manner, whilst respecting individual differences, career aspirations, and needs | Value-based assessments | <ul style="list-style-type: none"> • Adherence to Governance Principles (e.g., King IV, NamCode, and other relevant legislation) • Training and development • Benchmarking with other organisations • Team building • Enforcement of Labour Relations and applicable policies |
|  Integrity | Practising high standards of ethical behaviour, and duty of care | Value-based assessments | |

3.4 Themes, Strategic Objectives and Key Performance Areas

The Strategic Plan (2022 – 2027) covers two strategic themes that serve as the high-level business strategies that form the basis of the organisation’s Business Model. The themes are supported by Strategic Objectives and Key Performance Areas (KPA) engineered to achieve the Mission and desired future state. The table below depicts the alignment between the Themes, Strategic Objectives, and Key Performance Areas:

Table 6: Themes, Strategic Objectives and Key Performance Areas

| THEMES | STRATEGIC OBJECTIVES | KEY PERFORMANCE AREAS |
|--|---|---|
| Financial Sustainability and Governance  | Improve organisational capabilities | <ul style="list-style-type: none"> • Leadership • Occupational Health, Safety and Wellness (OHSW) • Organisational Culture • Performance Management |
| | Pursue technological advancement, innovation and operational efficiencies | <ul style="list-style-type: none"> • Enterprise Resource Planning (ERP) Implementation • Smart Cities |
| | Enhance financial sustainability | <ul style="list-style-type: none"> • Financial Management and Reporting |
| Social Progression, Economic Advancement, Infrastructure Development  | Provide basic services, land delivery and upgrading of informal settlements | <ul style="list-style-type: none"> • Land and Housing Delivery • Formalisation and Upgrading of Informal Settlements • Spatial Development • Basic Services |
| | Enhance the quality of life of all our stakeholders | <ul style="list-style-type: none"> • Health and Environment • Social and Economic Development • Customer Satisfaction |
| | Ensure public safety, security and disaster risk management | <ul style="list-style-type: none"> • Public Safety and Security and Emergency Service |





A strategy map is a critical tool that summarises the overall strategic journey of an organisation. It lends focus to what should be done and minimises the need to expend resources and energy on unnecessary activities. It is also useful for establishing communication lines with a diverse range of stakeholders.

The Strategic Plan (2022 – 2027) is designed according to the BSC Methodology, referencing four perspectives (e.g., learning and growth, internal business processes, finance, and customer). These perspectives provide a structured implementation of the strategic objectives. There is an interdependent relationship between the four perspectives designed to ensure a balance in priorities, budgets, organisational capabilities, customer expectations, processes, and systems, all of which present a cause-and-effect relationship between the KPAs of each perspective (as highlighted in the diagram below). This means that the KPAs in each perspective have a direct effect on the next set of KPAs in the ascending perspective. If a KPA is not linked to any other KPA in one or more perspectives, this suggests the KPA does not bear significant weight for consideration. The most important part of a strategy map is that it facilitates focused efforts towards the attainment of the vision.



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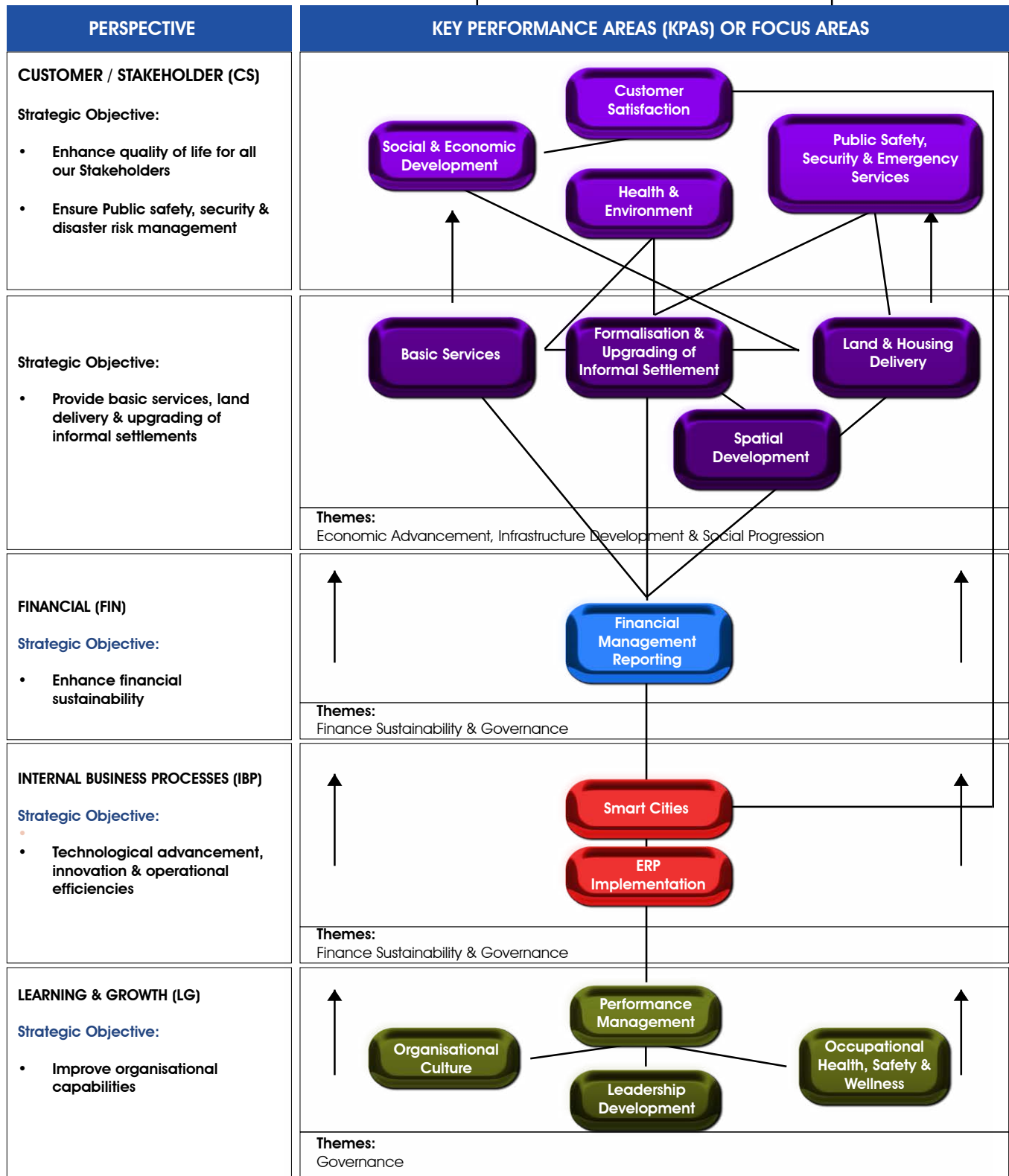


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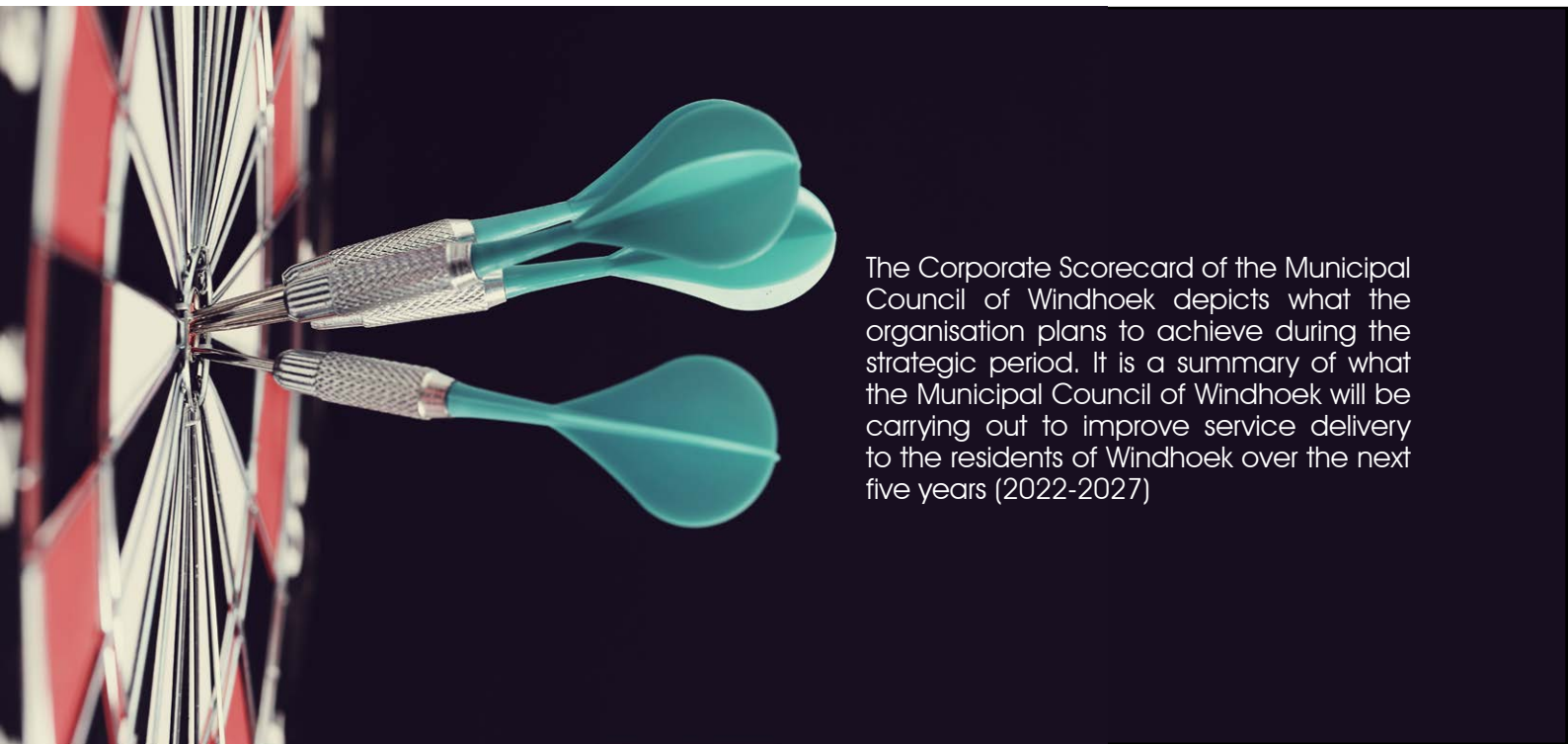


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STRATEGY MAP



5 CORPORATE SCORECARD



The Corporate Scorecard of the Municipal Council of Windhoek depicts what the organisation plans to achieve during the strategic period. It is a summary of what the Municipal Council of Windhoek will be carrying out to improve service delivery to the residents of Windhoek over the next five years (2022-2027)



Table 7- Corporate Scorecard (2022 – 2027}

| Strategic Objectives | KP A No. | Proposed KPA | KPI No. | KPIs | KPI Description | Monitoring Frequency | Baseline | Annual Targets | | | | |
|---|----------|---|---------|--|---|----------------------|----------|----------------|---------|---------|---------|---------|
| | | | | | | | | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
| Improve organisational capabilities | LG 1 | Leadership | LG1 | % Implementation of Leadership Plan | The indicator measures the total percentage of leadership plan implemented | Quarterly | n/a | 100% | 100% | 100% | 100% | 100% |
| | LG 2 | Occupational Health, Safety & Wellness (OHSW) | LG2 | Implementation of ISO 45001: OSH Management System | Measures the percentage of departments successfully implementing the ISO 45001 standards from the existing 10 departments | Quarterly | n/a | 100% | 100% | 100% | 100% | 100% |
| | LG 3 | Organisational Culture | LG3 | % Reduction on Culture entropy level | The Cultural Entropy score reveals the degree of dysfunction (friction and frustration) in an organization that is generated by the self-serving, fear-based actions of the leaders. The current entropy percentage is 43%. | Quarterly | 43% | n/a | 33% | n/a | n/a | 23% |
| | LG 4 | Performance Management | LG4 | % Implementation of Performance Management System (PMS) Plan | Measures percentage of implementation of the Performance Management System | Quarterly | n/a | 100% | 100% | 100% | 100% | 100% |
| Pursue Technological Advancement, Innovation & Operational Efficiencies | IBP 1 | ERP Implementation | IBP1 | % Implementation vs. ERP (Solar Upgrade) Project Plan | Measures the successful implementation against the ERP (Solar Upgrade) Project Plan | Quarterly | n/a | 100% | 100% | n/a | n/a | n/a |
| | IBP 2 | Smart Cities | IBP2 | % Progress vs. Smart Cities Baseline Project (aimed at developing core Smart, Sustainability, Resilience Indicators as per ISO: 37122, 37120, 37123, respectively) | Measures the progress implementation of the Smart Cities Baseline Project | Quarterly | n/a | 100% | n/a | n/a | n/a | n/a |
| Enhance Financial Sustainability | F1 | Financial Management & Reporting | F1.1 | % Completion of Funding Plan | The total funding for all departments will be translated into the Organisational funding plan which will inform the projections of the Capital Budget. The indicator measures the percentage completion of the funding. | Annually | n/a | 100% | n/a | n/a | n/a | n/a |



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| | | | | F2.2 | % Implementation of Financial Recovery Plan | Used to guide Council in addressing its financial crisis and to ensure that Council regains its financial health | Annually | n/a | 50% | 100% | 100% | 100% |
|---|------------------------------|-------------------------|--------------------|---|--|--|----------|------|---------|-------------|-------------|-------------|
| | | | | F3.3 | Roadmap to Unqualified Audit | An unqualified audit opinion is where the auditor, having completed the audit, has no reservation as to the fairness of presentation of financial statements and their conformity with generally recognised accounting practice. | Annually | n/a | Adverse | Unqualified | Unqualified | Unqualified |
| Provide basic services, land delivery & upgrading of informal settlements | CS 1 | Land & Housing Delivery | CS1. 1 | # of Townships Established (Greenfield developments) | Reflects the number of new Townships established or proclaimed within a particular period. Areas 8/5/2022 (Rocky Crest,Otjomuise, Cimbebasia,Khomasdal) | Quarterly | 9 | 2 | 2 | 2 | 2 | 1 |
| | | | CS1. 2 | # of Erven Serviced (Greenfield developments) | Measures the number of Erven Serviced Greenfields developments | Quarterly | 3150 | 700 | 700 | 700 | 700 | 350 |
| | | | CS1. 3 | # of Townships Established (Brownfield developments) | Measures the number of Townships Established in the (Brownfield developments) | Quarterly | 34 | 2 | 6 | 8 | 9 | 9 |
| | | | CS1. 4 | # of Erven Serviced (Brownfield developments) | Measures the number of Erven Serviced (Brownfield developments). Areas: (Havana,Otjomuise,Groot Aub,Mix Settlement,Goreangab) | Quarterly | 0 | 700 | 2100 | 2800 | 3150 | 3150 |
| | | | CS1. 5 | # of Houses Constructed (Council Affordable Housing Programme) | Measuring the number of affordable houses constructed with the support from Local Government and Council's own funding. (Rocky Crest,Otjomuise,Cimbebasia,Khomasdal) | Quarterly | 300 | 60 | 200 | 400 | 500 | 600 |
| | | | CS1. 6 | # of Houses Constructed (Informal Settlement Affordable Housing Programme) | Measuring the number of affordable houses constructed in the informal settlements. Areas ((Havana,Otjomuise,Groot Aub,Mix Settlement,Goreangab) | Quarterly | 300 | 300 | 250 | 300 | 300 | 300 |
| CS 2 | Formalisation & upgrading of | CS2. 1 | # of Leases Signed | Measures the number leases signed vs the number of leases recorded on the lease data base | Quarterly | 30000 | 1000 | 7300 | 7300 | 7300 | 7100 | |

| | | | | | | | | | | | | |
|--|------|------------------------|---------|---|--|-----------|-----|------|------|------|------|------|
| Enhance the quality of life for all our stakeholders | CS 5 | Health and Environment | CS4. 5b | % Progress vs. Road Maintenance Plan | Measures the successful implementation against the Road Maintenance Plan | Quarterly | n/a | 50% | 80% | 90% | 95% | n/a |
| | | | CS4. 6a | % Completion of Water Infrastructure Maintenance Plan | Measures the completion of the Water Infrastructure Maintenance Plan | Quarterly | n/a | 100% | n/a | n/a | n/a | n/a |
| | | | CS4. 6b | % Progress vs. Water Infrastructure Maintenance Plan | Measures the successful implementation against the Water Infrastructure Maintenance Plan | Quarterly | n/a | 70% | 80% | 85% | 90% | n/a |
| | | | CS4. 7a | % Completion of Integrated Water & Wastewater Infrastructure Masterplan | Measures the completion of the Water & Wastewater Infrastructure Masterplan | Quarterly | n/a | n/a | 100% | n/a | n/a | n/a |
| | | | CS4. 7b | % Progress vs. Integrated Water & Wastewater Infrastructure Masterplan | Measures the implementation against the Integrated Water & Wastewater Infrastructure Masterplan | Quarterly | n/a | 50% | 50% | 70% | 80% | 100% |
| | | | CS4. 8a | % Progress vs. Developed Integrated Transport Masterplan (Integrating SUTMP with Roads Masterplan) | Measures the progress made against Developed Integrated Transport Masterplan | n/a | n/a | n/a | 100% | n/a | n/a | n/a |
| | | | CS5a | % Progress vs. Implementation of Sustainable Urban Transport Masterplan (Sustainable Urban Mobility - NMT) - via grant funding from KfW - | Measures the successful implementation against the Sustainable Urban Transport Masterplan (Sustainable Urban Mobility - NMT) | n/a | n/a | n/a | 100% | 100% | 100% | 100% |
| | | | CS5b | % Implementation of Municipal Council of Windhoek Environmental Plan (SEA) | Measures the percentage implementation of the Municipal Council of Windhoek Environmental Plan (SEA) | Quarterly | n/a | 40% | 60% | 80% | 95% | 100% |
| | | | CS5c | % Implementation of Health Promotion Strategy & Action Plan | Measures how well the programmes are implemented and the rate of health promotion | Annually | n/a | n/a | n/a | 40% | 60% | 100% |



| | | | | | | | | | | | | |
|---|------|---|--------|--|---|---------------|-----|------|------|------|------|------|
| Ensure public safety, security & disaster risk management | CS 7 | Customer Satisfaction | CS6. 8 | % Implementation of Windhoek Economic Development Strategy | Measures the percentage implementation of prioritized projects as outlined in the Windhoek Economic Development Plan | Annually | n/a | 100% | 100% | 100% | 100% | 100% |
| | | | CS7. 1 | % Council Resolutions Implemented | Measures the percentage of Council resolutions past vs resolutions implemented. | Quarterly | n/a | 100% | 100% | 100% | 100% | 100% |
| | | | CS7. 2 | # of Integrated Report | Measures number of integrated reports produced. | Annually | 1 | 1 | 1 | 1 | 1 | 1 |
| | | | CS7. 3 | Customer Satisfaction Rating | Measures the customer satisfaction rate obtained using the 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 | Quarterly | n/a | 2.5 | 3 | 3.5 | 3.5 | 3.5 |
| Ensure public safety, security & disaster risk management | CS 8 | Public Safety & Security & Disaster Risk Management | CS8. 1 | % Vehicle Accident Rate Reduction | Measures the percentage reduction of accidents | Quarterly | n/a | 10% | 10% | 10% | 10% | 10% |
| | | | CS8. 2 | % Crime Rate Reduction | Measures the percentage to consistently reduce the crime rate | Quarterly | n/a | 7% | 7% | 7% | 7% | 7% |
| | | | CS8. 3 | % Enforcement of By-laws | Measures the percentage total adherence to municipal by-laws from both Council as the enforcer and the external stakeholders within the jurisdiction of the City's boundaries | Quarterly | n/a | 100% | 100% | 100% | 100% | 100% |
| | | | CS8. 4 | % Disaster Resilience City Rating | Percentage reduction of risks identified based on risk assessment | Annually (Q3) | n/a | 65% | 65% | 70% | 70% | 75% |



6 CRITICAL SUCCESS FACTORS

A strategy map is a critical tool that summarises the overall strategic journey of an organisation. It lends focus to what should be done and minimises the need to expend resources and energy on unnecessary activities. It is also useful for establishing communication lines with a diverse range of stakeholders.

The Strategic Plan (2022 – 2027) is designed according to the BSC Methodology, referencing four perspectives (e.g., learning and growth, internal business processes, finance, and customer). These perspectives provide a structured implementation of the strategic objectives. There is an interdependent relationship between the four perspectives designed to ensure a balance in priorities, budgets, organisational capabilities, customer expectations, processes, and systems, all of which present a cause-and-effect relationship between the KPAs of each perspective (as highlighted in the diagram below). This means that the KPAs in each perspective have a direct effect on the next set of KPAs in the ascending perspective. If a KPA is not linked to any other KPA in one or more perspectives, this suggests the KPA does not bear significant weight for consideration. The most important part of a strategy map is that it facilitates focused efforts towards the attainment of the vision.

Table 8: Critical Success Factors and Descriptions

| CRITICAL SUCCESS FACTORS | DESCRIPTION |
|--|--|
| Committed Leadership | <ul style="list-style-type: none"> Honesty, trust, and team cohesion Appropriate leadership assessments and interventions (at all levels) Team building to strengthen relationships (at all levels) Person-to-job compatibility (management/leadership upskilling/recruitment/labour relations/OHSW) |
| Effective PMS | <ul style="list-style-type: none"> Create understanding within the City of Windhoek context Linking Tulongeni Performance Management System (PMS) to organisational performance framework Implementation of PMS Project Continuous monitoring and reporting Design and implementation (automation) |
| Streamlined Processes and Systems | <ul style="list-style-type: none"> Simplified processes Identify core 'to-be' processes ERP Implementation |
| Desired Culture | <ul style="list-style-type: none"> Ideal cultural entropy level <35% by 2024/25 Values – measured behaviour |
| Effective Communication | <ul style="list-style-type: none"> Regular Departmental/Divisional meetings Departments working together (reduce silo mentality) Sharing of information at all levels (reduce withholding of information) Regular communication platforms with internal and external stakeholders Proactive communication (positive stories about the organisation) |



RISK ASSUMPTIONS

The Municipal Council of Windhoek has implemented the risk management process as per the Council-approved Risk Management Policy and Risk Management Framework, which is based on principles set out in corporate governance codes and principles such as King IV Code and NamCode, in addition to other international best practices such as the COSO II (i.e., Integrated Risk Management Framework) and the ISO 31000 standard (i.e., Risk Management Principles and Guidelines).

An enterprise-wide risk management approach is embedded within the Municipal Council of Windhoek. This ensures that we identify, assess, and manage risk to instil stakeholder confidence in achieving our mandate and objectives.

Risk requirements are inherent in all administrative and municipal activities. The Municipal Council of Windhoek's senior executives, management and staff continuously manage these risks and ensure mitigation and subsequent compliance with legal and regulatory requirements.

The basic risk management strategy is aimed at identifying critical risks, both strategic and operational and taking the necessary mitigating action. The benefits of this approach are to address risks before they materialise, thereby minimising cost, schedule, and performance implications.

Risk assessment allows the Municipal Council of Windhoek to consider the extent to which potential events may impact the achievement of its strategic objectives. The risk assessment process enables management to gain an understanding of the likelihood and impact of potential events and associated risks. These are identified during the Event Identification processes. The risk assessment process further provides a standard and consistent approach to understanding and evaluating risks impacting objectives across all business units and at the corporate level. It provides management with a portfolio view of risks (i.e., a "risk profile").

At a strategic level, our risk management objectives are to:

- Optimise efficiency through the effective use of risk resources
- Directly contribute to the creation of end-customer value by eliminating unnecessary tasks in the process
- Build standard risk management accountability, principles and processes into the business management process to ensure that risks are understood and managed proactively within acceptable risk capacity, appetite and tolerance levels.



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The table below depicts a risk assessment of the strategic plan. The risks identified can become hindrances in achieving the plan if not mitigated.

Table 9: Top Strategic Risks

| TOP STRATEGIC RISKS | | | | | | |
|---------------------|---|--------|--|---|------------------|-----------------|
| No | STRATEGIC OBJECTIVES | Risk # | RISK | RISK DESCRIPTION | RISK CATEGORY | INHERENT RATING |
| 1 | Enhance Financial Sustainability | 1 | Lack of funding | Council's Solvency may affect Funding possibilities to execute and implement earmarked projects Cash flow constraints Slow debt recovery | Financial | Critical |
| | | 2 | Revenue leakage | Commercial Losses | Financial | Critical |
| | | 3 | Inadequate funding provided by the central government to subsidise basic services. | Unable to deliver basic services such as water, electricity, sanitation, and housing amongst others | Financial | Critical |
| 2 | Provide basic services, land delivery and upgrading of informal settlements | 4 | Illegal land invasion | Urbanisation: rapid population growth due to the perception of employment opportunities, better living conditions in the city Mushrooming of informal settlement Pressure on services (including finances, increased criminal activity) Environmental and health impact | Political | High |
| 3 | Pursue Technological Advancement, innovation and Operational Efficiencies | 5 | Poor ICT systems integration | Poor systems interface between different systems which do not effortlessly exchange data in real-time | ICT/ Operational | Critical |
| 4 | Improve Organisational capabilities | 6 | Ageing Infrastructure | 1. Limited funds for maintenance 2. Delays in the appointment of contractors due to Procurement procedures | Operational | Critical |
| | | 7 | Organisational culture | A culture of silos creates inefficiencies within the organisation. Lack of communication from support departments on feedback affects service delivery both internally and externally | Reputational | High |
| | | 8 | Unsafe working conditions | Field Officers are exposed to accidents Harmful substances and injuries | Human Capital | Catastrophic |



| | | | | | | |
|--------------|---|----|--|---|-------------|--------------|
| 5 | Ensure quality of life for all our stakeholders | 9 | Businesses operating with invalid Business Registration permits | Businesses not complying with the Business and Health regulations | Operational | High |
| | | 10 | Negative public perception of the organisation | Leaking of confidential information both internal and external | Reputation | High |
| 6 | Public Safety and Security and Disaster Risk Management | 11 | Inadequate resources to cater for public safety and natural disaster. | Inadequate resources to cater for public safety from criminal-related activities and natural disasters which is caused by climate change such as drought, flood | Safety | Catastrophic |
| Matrix | | | | | | |
| Catastrophic | | | Risks are addressed as a priority due to high exposure | | | |
| Critical | | | Risks that cause management concern and are actively managed and mitigated | | | |
| High | | | Risks that require attention but are not an immediate cause of concern | | | |



8 FINANCING



Financing is critical for the success of an organisation's strategic plans. The strategic plan must be aligned with available financial resources.

The *Strategic Plan (2022 – 2027)* will be financed by a combination of ordinary operational allocation and debt financing. Debt financing will be mainly sourced for financing long-term projects, with a specific focus on land delivery. The funding plan will be developed during the first year of the strategic plan as it is dependent on the completion of other plans e.g., the land and housing plan. The plan will detail potential funding sources and schedules. The funding plan will then guide subsequent adjustments to the strategic plan during the annual review to ensure that the strategic objectives are achieved accordingly and provide enriched reports for decision-making.



MONITORING AND EVALUATION



Monitoring and Evaluation is a management tool used to oversee the implementation progress of the strategic plan and the impact it bears on stakeholders. Monitoring focuses on scrutinising the implementation progress against planned projects to determine deviations that occur while implementing and crafting remedial actions to fast-track progress. It is a continuous process, with assessments being based on set annual targets and planned activities to achieve the strategic objectives.

In the Municipal Council of Windhoek, monitoring occurs at frequent intervals through targeted data collection, analysis, dissemination, and communication of the organisational performance both internally and external. The purpose of monitoring is to provide a space for top management dialogue and to present credible evidence via an objective assessment of progress against the *Strategic Plan (2022 – 2027)*.

While monitoring is observable in nature, evaluation is judgmental and measures the impact of implementing the strategic plan. The evaluation focuses on taking stock of the levels of delivery of the strategic plan and the effect thereof on stakeholders. Evaluation occurs in two phases, namely, the mid-term evaluation (the period 2022 – 2025) and the five-year evaluation report (the period 2022-2027).



10 REPORTING



Strategic reporting refers to the process of collecting data about an organisation's performance, the analysis of this data, and documenting the data for future purposes. The purpose of this data analysis is to answer questions about the organisation's performance and progress measured against its objectives. Strategic reports are comprehensive and analyse the strategy implementation progress as well as present performance analyses and possible actions for the future. The purpose of this reporting exercise is to analyse current performance to determine challenges and craft modalities to improve performance in the future.

Council will report on the implementation of the strategic plan as part of the governance principles of Accountability. The reporting cycle will occur at three different levels, namely, quarterly, annual, and evaluation reporting (mid-term and five years). Reporting provides accounts to the stakeholders on the Municipal of Windhoek's progress in implementing the strategic plan.



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1 PERFORMANCE AUDITING

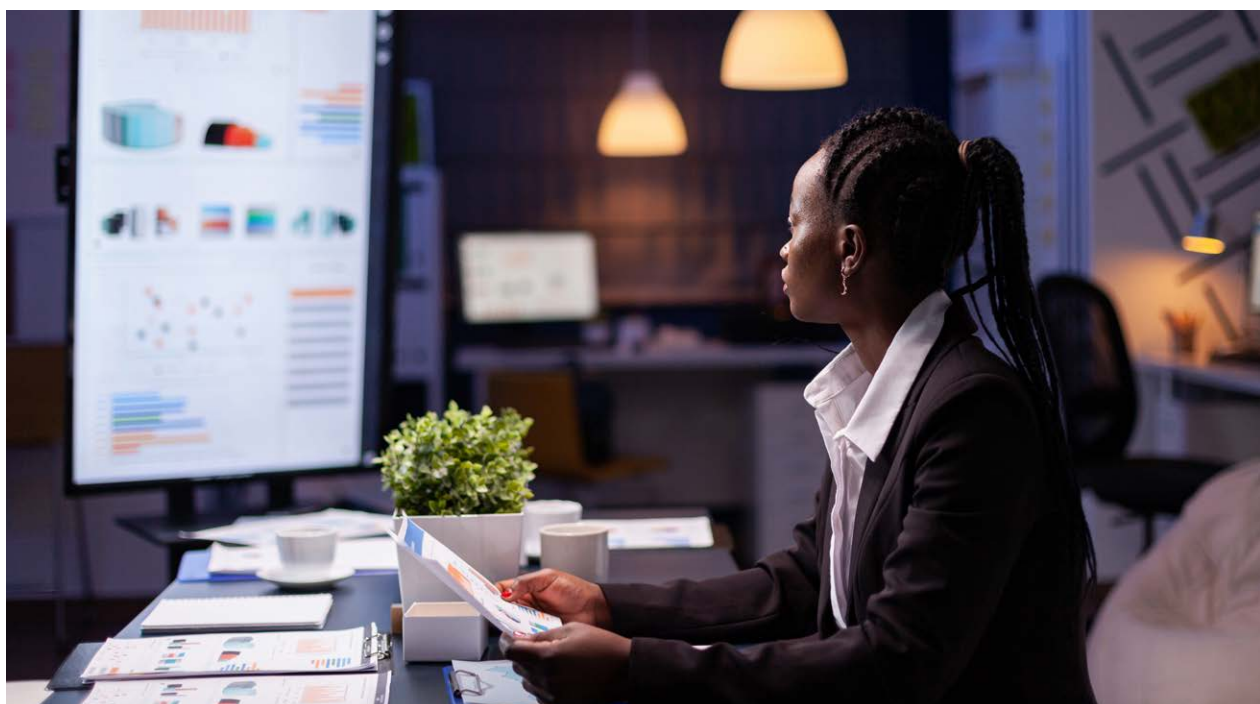


A performance management audit is the assessment of operations or functions, efficiency, effectiveness, and compliance and adherence to the Council-approved *Strategic Plan (2022 – 2027)*, ensuring that the identified performance areas are implemented as intended and implementing possible improvements (where identified) so that the desired objectives of the Windhoek Municipality can be achieved.

Internal Audit Division or Office of the Auditor General will perform an objective and independent performance audit at an annual interval to assure that the *Strategic Plan 2022 – 2027* outcomes are verified and that it is regularly reported to the Chief Executive Officer.

The main objective of this audit is to ensure that the relevant Key Performance Areas (KPA) and subsequent Key Performance Indicators (KPI) that are achieved are verified.

This also ensures that any shortcomings, deviations, and resource constraints noted during the audit are addressed and that the root causes of such shortcomings are identified.



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12 CONCLUSION

The *Strategic Plan (2022 – 2027)* provides direction and a clear road map on how to bridge the gap between the current state and the desired future. The plan is developed in line with the National agendas, such as Vision 2030, the NDP 5, and the HPP II. The essence of aligning the Strategic Plan to the NDP 5 is to ensure that the Municipal City of Windhoek contributes to the attainment of national goals.

The *Strategic Plan (2022 – 2027)* is developed per the Municipal Council of Windhoek's Organisational Performance Policy, which is based on the BSC methodology and principles. The BSC is based on four perspectives such as learning and growth, internal business processes, finance, and

customers and stakeholders. There is an interdependent relationship between the four perspectives designed to ensure a balance in priorities, budgets, organisational capabilities, customer/stakeholder expectations, and processes and systems, and that efforts are focused towards the attainment of the vision.

Amid persisting challenges such as the global and domestic economic meltdown due to Covid-19 and limited financial resources which might hinder the implementation of the plan, it is believed that collaboration and support from all stakeholders will leverage the ability to swiftly implement the *Strategic Plan (2022 – 2027)*.



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Notes

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