



The Gateway to Endless Opportunities

TRANSFORMATIONAL STRATEGIC PLAN 2017-2022



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 interdependency 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



Mr. Robert N Kahimise
CEO

need to prioritise this theme in partnership with the major stakeholders given the renewed emphasis on socio-economic upliftment. 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 period under review.

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. M. 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 wer built and currently the TIPEEG funds are being used to install municipal services in Goreangab Estension 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 (KPA's) which are measured by Key Performance Indicators (KPI's).

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.

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.

5-YEAR CORPORATE SCORECARD 2017/18 - 2021/22										
THEME	STRATEGIC OBJECTIVE	KEY PERFORMANCE AREA (KPA)	KPI #	KEY PERFORMANCE INDICATOR (KPI)	PROPOSED ANNUAL TARGET					
					2018/17	2017/18	2018/19	2019/20	2020/21	2021/22
GOVERNANCE	Promote Duty of Care to the Organisation	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
		Public Safety and Security	1B.1	% Reduction of Crime Rate	7%	7%	7%	7%	7%	7%
			1B.2	% Reduction of Cash Rates	10%	10%	10%	10%	10%	10%
			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%
		Organisational Performance Management	1C.1	Quarterly Performance Reports	New	4	4	4	4	4
			1C.2	Annual Performance Reports	New	1	1	1	1	1
	Organisational Financial Performance	1D	Quarterly Financial Reports	New	4	4	4	4	4	
		1E	% Risks Mitigated vs. Risk Register	New	100%	100%	100%	100%	100%	
	Improve Customer Care	Enterprise Risk Management	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
		Customer Service	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%
			Procurement Effectiveness	3A.1	% Procurement Appeals Handled vs. Appeals Submitted as per Procurement Act	New	100%	100%	100%	100%
		3A.2		% Implementation of Procurement Act	New	100%	-	-	-	-
		3A.3		Effective adherence to Procurement Plan	New	100%	100%	100%	100%	100%
Wi-Fi Access		4A.1		# of Public Wi-Fi Access Locations Commissioned	New	5	5	5	5	5
		4A.2	# of Municipal Buildings Wi-Fi Access Commissioned	6	2	2	2	2	2	
Provide Smart ICT Services	Business Systems	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	Phase 1-2 100%	Phase 3 continues 60%	Phase 3 25%	-	-	

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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		
FINANCIAL SUSTAINABILITY	Secure Stakeholder Funding	Strategic Funding	5A.1	Township Development Fund: N\$ Funding Secured for Informal Settlements (prioritise informal settlements)	-	40MIL	50MIL	60MIL	70MIL	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			
			5A.3	City Police: Funding secured from Central Govt. (N\$) / Other Sources	200MIL	100MIL	100MIL	100MIL	100MIL			
			5A.4	Emergency Services: Funding secured from Central Govt. (N\$) / Other Sources	New	85MIL	90MIL	95MIL	100MIL			
			5A.5	Public Transport: Acquisition of Busses	8MIL	8MIL	8MIL	8MIL	8MIL			
			5A.6	Strategic Land Acquisition: Hectares	New	100ha	100ha	100ha	100ha			
	Ensure Revenue Enhancement and Protection	Revenue Collection	6A.1	% Townships Completed vs. Stand Audit	New	Consist. 1 100%	Consist. 2 100%	Consist. 3 100%	Consist. 4 100%	Consist. 5 100%		
			6A.2	# of Electricity Meters Converted to Prepaid	New	3000	3000	4000	3000			
			6A.3	Prepaid Water Meters Strategy	New	31/12/2017	-	-	-			
	Ensure Financial Accountability	External Audits	6A.4	% of Rental Income Collected (Lease Rentals)	85%	90%	90%	95%	95%	95%		
			7A	Auditor-General's Opinion	Disclaimer	Clean Audit	Clean Audit	Clean Audit	Clean Audit			
			7B	% Spend of Capital Budget	60%	70%	80%	80%	80%			
		Debt Management	7C.1	Debt/Total Borrowings to Total Operating Revenue Ratio	New	1:2	1:2	1:2	1:2			
			7C.2	% Reduction of Debt Book	500MIL	15%	15%	15%	15%			
			7D	Cash /Cost Coverage Ratio	1:1	2:1	2:1	2:1	2:1			
	Find New Sources of Sustainable Revenue	Sustainable Revenue	8A.1	Safety & Security Levy	New	20%	20%	20%	20%			
			8A.2	RF A Contribution	22MIL	Full claim	Full claim	Full claim	Full claim			
	Improve Efficiencies in Urban Planning and Property Management	Building Plans	9A	% Building Plans Approved/ Disapproved within 28 Working Days	85%	90%	92%	94%	96%	98%		
Land-use Management			9B	Finalisation of Town Planning Applications (Months)	24mo	6mo	6mo	6mo	6mo			
			10A.1	Megawatts (MVA) of New Small Scale Embedded Generation	New	7MVA	8MVA	9MVA	10MVA			

		Alternative Water Supply	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	-	-
			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)	PROPOSED ANNUAL TARGET					
					2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
SOCIAL PROGRESSION	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%
	Empowerment of Youth, Orphans and Vulnerable Persons	Youth, Orphans and Vulnerable Persons Development	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
	Increase Access to Services	Basic Services (Informal Settlements)	13A.2	% Progress vs. Council Upgrading and Development Programme (existing tarred arterial roads-i.e. Wanaheda)	New	90%	90%	90%	90%	90%
			13A.3	Upgrading and Development Strategy	New	30/06/18	-	-	-	-
			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%	-
			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

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	2019/20	2020/21	2021/22	
ECONOMIC ADVANCEMENT	Provide Enabling Environment for Tourism, Trade and Investment	Spatial Development	14A	Spatial Development Plan Completion	New	100%	-	-	-	-	
			14B.1	% of Budget Spend on LED Projects- Development of Targeted Windhoek Tourism Development Strategy	50%	60%	60%	75%	80%	90%	
		Economic Development	14B.2			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	-	-	-	-	-		

THEME	STRATEGIC OBJECTIVE	KEY PERFORMANCE AREAS (KPA)	KPI #	KEY PERFORMANCE INDICATOR (KPI)	5-YEAR CORPORATE SCORECARD (2017-2022)					
					PROPOSED ANNUAL TARGET					
					2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
INFRASTRUCTURE DEVELOPMENT	Avail Serviced Land in All Use Categories	Land and Housing Delivery	15A.1	# of Serviced Plots Availled in all Land-use Categories	300	430	0	1474	183	0
			15A.2	# of Affordable Houses Provided via Mass Housing, Windhoek Housing, Build-Together Scheme	New	470	962	1300	1311	0
			15A.3	# of Serviced Plots Availled via Public Private Partnerships (PPPs)	New	529	32	900	706	0
	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	55	60	65
			17A.1	Increase capacity from 160 MVA n-1 supply to 210MVA n-1 supply	160MVA	160MVA	160MVA	210MVA	210MVA	210MVA
	Increase Capacity of Electricity Supply	Increased Electricity Supply	17A.2	% of network upgrade progress vs. Electricity Master Plan Targets	10%	20%	40%	60%	80%	100%
			17A.3	% of demarcated households in informal settlements with access to electricity services	80%	90%	100%	100%	100%	100%
			17A.4	# of Pre-financed Connections (auxiliary installations)	113	500	2000	2000	2000	2000
			17A.5	Retitulation in informal areas subsidised	50MIL	20MIL	10 MIL	10 MIL	10 MIL	5MIL

2.9 FINANCING

Financing is critical in the realisation of the *Transformational Strategic Plan (2017 - 2022)*. 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.

2.10 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).

2.11 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.

3. 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.



This Document was produced by:
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