

2022/23



COUNCIL ANNUAL PERFORMANCE REPORT



To be a Sustainable and Caring City by 2027

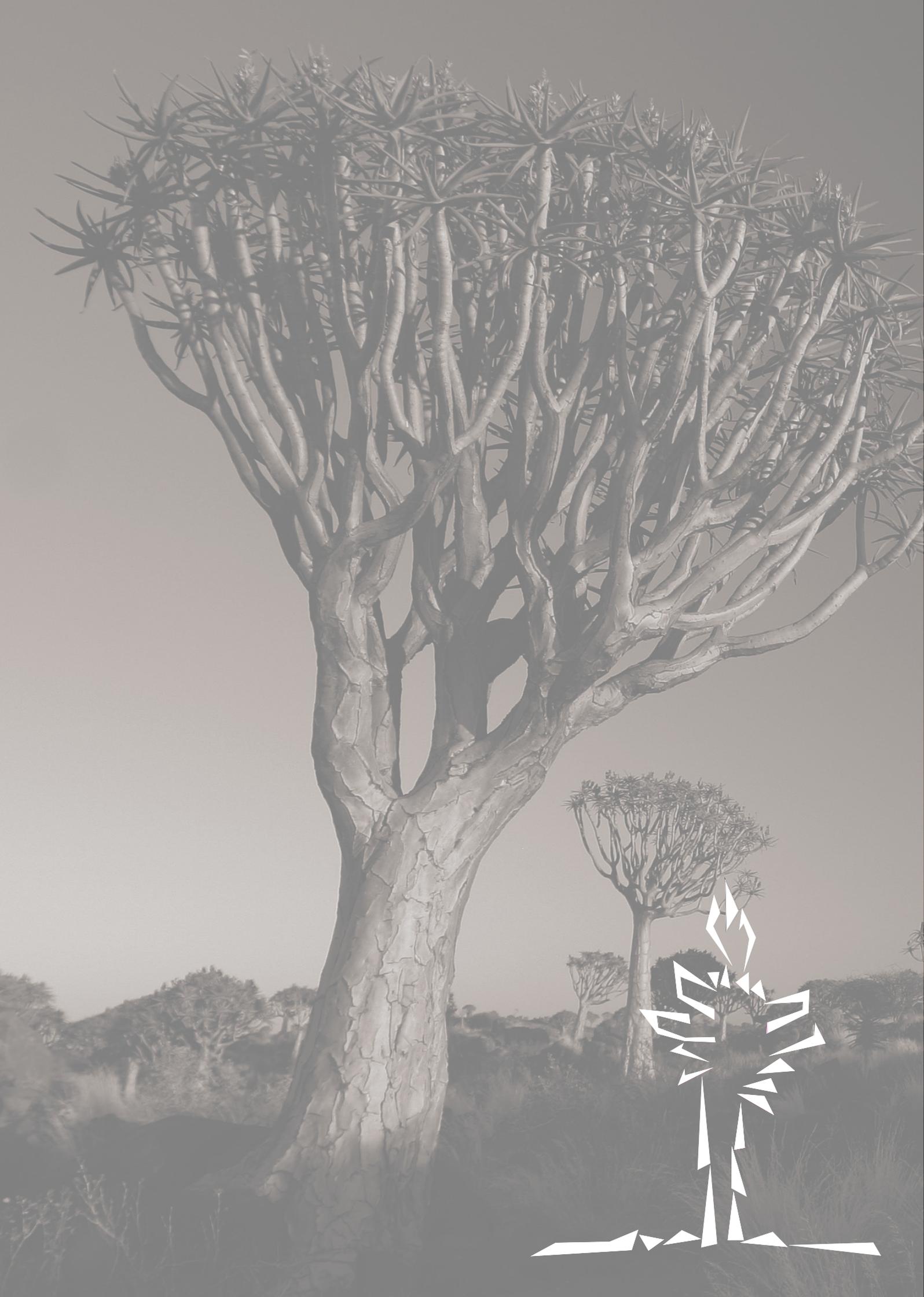


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ABBREVIATIONS

CEO	Chief Executive Officer
COVID-19	Coronavirus Disease 2019
COW	City of Windhoek
ICT	Information and Communication Technology
KPA	Key Performance Area
KPI	Key Performance Indicator
KfW	Kreditanstalt für Wiederaufbau
M & E	Monitoring and Evaluation
MURD	Ministry of Urban and Rural Development
NMT	Non-Motorised Transport
NUST	Namibia University of Science & Technology
NDP	National Development Plan
OHSW	Occupational Health, Safety & Wellness
OVP's	Orphans and Vulnerable Persons
PMS	Performance Management System
RAG	Red, Amber & Green
SEA	Strategic Environmental Assessment
SDF	Spatial Development Framework
UNAM	University Of Namibia





MAYOR'S REMARKS



Mayor
City of Windhoek, 2023



Our communities demonstrated resilience, adaptability, and a spirit of unity which continues to define our relationships and future engagements.”



The Municipal Council of Windhoek is a key stakeholder in ensuring the implementation and attainment of Government's Vision 2030 and National Development Plans (NDP's). During the process of developing our new strategic plan, we actively strived to ensure that the plan is aligned with high-level national documents, such as NDP 5 and the Harambee Prosperity Plan II. This alignment ensures that the organisation implements the strategic plan and automatically addresses the national goals. While financial resources may hinder the implementation of the plan, efforts, and collaboration with other stakeholders, rooted in a collective desire to prosper as a nation, are key enablers towards successful and timely implementation of our mandate in line with Section 30 (1) of the Local Authorities Act 23 of 1992 (as amended). Therefore, it is with great honor that I herewith present the accomplishments and challenges of the past year, which are also measured against the four quarters of the new Strategic Plan (2022 – 2027), which commenced in July 2022.

In the pages that follow, you will find a detailed account of our initiatives, projects, and progress made to date. From the key themes of Governance & Financial Sustainability, Social Progression, Economic Advancement and Infrastructure Development, we were able to capture the respective undertakings, all of which aim to foster a thriving and inclusive environment for all residents. This is especially true given the unprecedented global challenges we had to navigate, the impact of which we still experience today.

That said, our communities demonstrated resilience, adaptability, and a spirit of unity which continues to define our relationships and future engagements. This report not only serves as a record of our achievements, but also as a testament to the collaborative spirit required for us all to thrive and realise our vision of “To be a Sustainable & Caring City by 2027”.

I extend my heartfelt gratitude to all community members, employees, and stakeholders who contributed to our shared successes and milestones. Your commitment to building better communities is evident. As we reflect on the past year and look ahead to the opportunities and challenges awaiting us, let us remain steadfast in our dedication to creating a service-oriented City of Windhoek that is founded on our values of teamwork, communication, customer focus, fairness and equity, and integrity.

Together, we can continue to build a Windhoek in which we are all proud to live, work and play.

CHIEF EXECUTIVE OFFICER'S REMARKS



Mr. Moses Matyayi
Chief Executive Officer
City of Windhoek, 2023



The vacuum of a substantive CEO had a tremendous bearing on operations, staff morale and service delivery.”

I'm delighted to introduce the Municipal Council of Windhoek Annual Performance Report for the financial year 2022/2023. The Council Annual Performance Report 2022/2023 highlights the status in implementing the mandate of Local Authority as per the Local Authority Act, Act 23 of 1992 as amended and the implementation progress of the Strategic Plan 2022 - 2027. The Annual Performance Report focus on providing an update on the Municipal Council of Windhoek performance over the previous financial year. The report is the first of the newly developed Strategic Plan 2022 - 2027.

The period under review can be characterised as challenging due to the after effects of COVID-19 and the absence of a substantive Chief Executive Officer (CEO). The leadership vacuum of a substantive Chief Executive Officer had a tremendous bearing on operations, staff morale and service delivery. However, amid challenges, it is my pleasure to highlight some key achievements for the reporting period:

- The service provider to conduct leadership development was procured.
- PMS automation system procured, even though not yet operational.
- Windhoek Mayoral Business Forum resolutions were fully implemented 100%.
- Under the MSME Development Strategy initiative, a total number of sixteen (16) entrepreneurs were admitted to available trading facilities of Council (100%).
- The alienation of twenty-six (26) business and industrial land to entrepreneurs operating from Industrial Stalls and Bokamoso Entrepreneurial Centre via closed bid resulted in Ministerial approval of land allocation to thirteen (13) entrepreneurs (50%). The total amount that is supposed to be paid to Council is N\$ 756 455,54 and during this reporting period eight (8) out of the thirteen (13) entrepreneurs have to date paid their full VAT to Council, amounting to N\$ 493,730.54 (65%).
- Urban agriculture survey was completed in collaboration with UNAM, and the Zero draft report completed.
- Windhoek Investment promotion video was finalized.
- Structural Plan was undertaken, while a business Land registry / Inventory and a targeted Windhoek Investment promotion video was finalized to enhance investment attraction.
- Integrated waste management plan was approved by Council.
- Road maintenance plan was implemented 100%.
- One township established (Greenfields).
- 88 ervens serviced (Greenfields).
- 8 houses constructed under Council Affordable Housing Programme.
- 214 Houses constructed under Informal Settlement Affordable Housing Programme.

I want to extend my heartfelt appreciation to the management and employees for the commitment and continuous dedication to the residents during these turbulent times. I also wish to extend my sincere appreciation to the Council, who worked tirelessly to ensure that the Municipal Council of Windhoek executes its mandate as outlined in the Local Authority Act, Act 23 of 1992 as amended.



COUNCIL

Below is the organogram for the Municipal Council and the Management Committee (2022-2023). They were responsible with the implementation progress of the mandate of the Municipal Council of Windhoek as per the Local Authority Act, Act 23 of 1992 as amended and the Strategic Plan (2022 to 2027) highlighted in the Annual Report.



Cllr M Lombardt
Deputy Mayor



Cllr J Uapingene
Mayor



Cllr SS Nujoma
Chairperson of the MC



Cllr A Kwenani
MC



Cllr QO Kamati
MC



Cllr I Skrywer
MC



Cllr Dr. J Amupanda
MC



Cllr FN Kahungu
Council Member



Cllr SS Gawanas
Council Member



Cllr I Keister
Council Member



Cllr CC Hanases
Council Member



Cllr N Larandja
Council Member



Cllr J Hecht
Council Member



Cllr B Araeb
Council Member



Cllr Dr. OS Uukule
Council Member

EXECUTIVE MANAGEMENT



Moses Matyayi
Chief Executive Officer



L. Narib
SE: Infrastructure, Water
& Technical Services



P van Rensburg
SE: Urban and
Transport Planning



OA Hekandio
SE: Electricity



F Maanda
SE: Housing, Property
Management and
Human Settlements



J Comalie
SE: Finance and
Customer Services



Z Steenkamp
SE: Economic
Development and
Community Services



F Neputa
SE: Information
and Communication
Technology



Chief L Ileka
HEAD: City Police



A. Nikanor
Acting: SE: Human Capital
and Corporate Services



1. INTRODUCTION

The Strategic Plan (2022 - 2027) was approved in September 2022 and has been institutionalised in the organisational as from 01 July 2022. The purpose of the Strategic Plan is to establish direction and set goals that the Municipal Council of Windhoek anticipate achieving during the reporting period. The implementation progress of the plan was reported on a quarterly basis through the organizational performance quarterly reports. All four reports that were produced have been approved by Council.

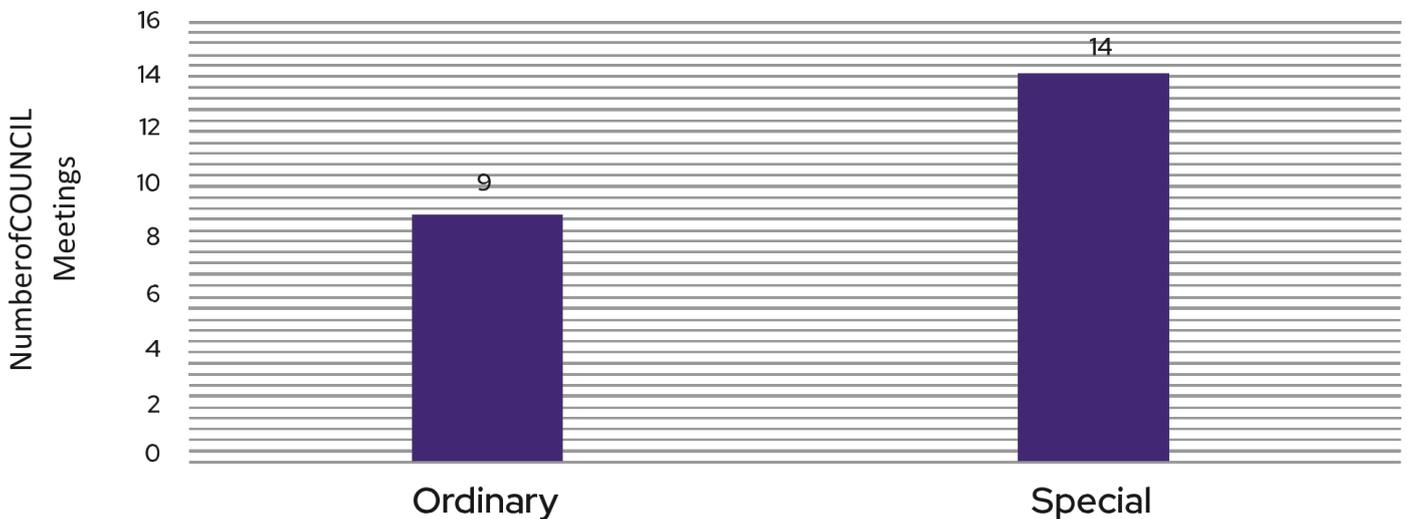
The Annual Performance Report is a sum up of the four organisational performance quarterly reports at the end of each financial year. The purpose of the Annual Performance Report is to highlight the status in implementing the mandate of the Municipal Council of Windhoek as per the Local Authority Act, act 23 of 1992 (as amended) as per section 30 (1) and the implementation progress of the Strategic Plan 2022 - 2027. The report adheres to the governance principle of accounting to the stakeholders by reporting accurately on the progress of implementing the organisational mandate and the strategic plan. The Annual Performance Report 2022/2023 is the first report of the Strategic Plan 2022-2027.

The report is divided into three parts, the first part will highlight the number of meetings held under the review period, second part will be on the mandate of the Local Authorities and the third and last part will highlight the implementation progress of the Strategic plan for the period 2022/23.

PART ONE

2. NUMBER OF MEETINGS HELD UNDER THE REVIEW PERIOD

For Council to execute its powers, duties and functions, meetings were held at regular intervals as scheduled and approved by Council. The Corporate Meeting Schedule for the year 2022-23 indicate the number of planned Ordinary Council Meetings. Besides the Ordinary Council Meetings, there were Special Council meetings that were held during the period under review. The attendance of Council Members at these meetings are as indicated below:



Graph 1: Council ordinary and special meetings

Table 1: Council ordinary meetings attendance

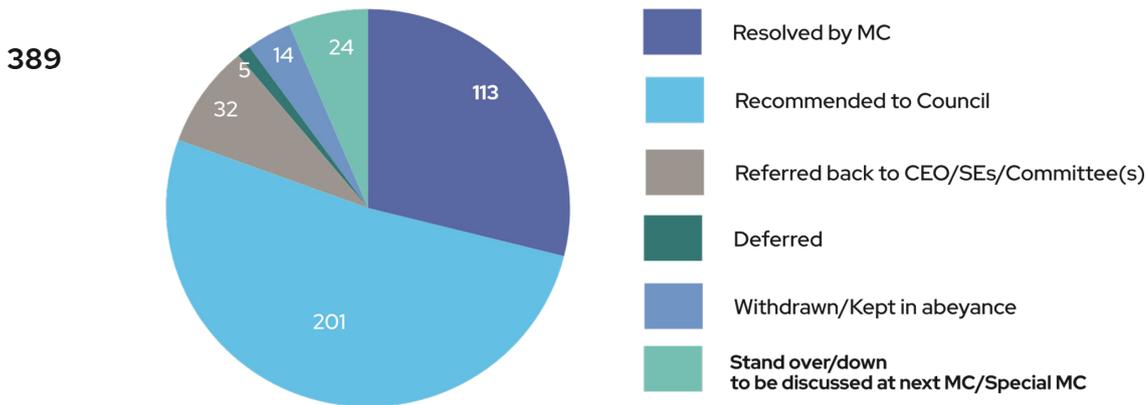
NAMES	POSITION	27072022	31082022	29092022	27102022	17112022	26012023	27042023	23052023	29062023
Cllr SS Gawanas	Mayor (Dec 2021 - Nov 2022)	✓	✓	✓	✓	✓	x	✓	x	✓
Cllr J Uapingene	Deputy Mayor (Mayor: Dec 2022 - Nov 2023)	✓	✓	x	✓	✓	✓	✓	✓	✓
Cllr Ms N Larandja	Chairperson of Management Committee	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cllr B Araeb	Member of Management Committee	x	✓	✓	✓	✓	✓	✓	✓	✓
Cllr H Hecht	Member of Management Committee	✓	✓	✓	✓	✓	✓	✓	x	✓
Cllr I Skrywer	Member of Management Committee	✓	✓	✓	✓	✓	x	x	x	x
Cllr Dr OS Uukule	Member of Management Committee	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cllr Dr JS Amupanda	Ordinary Councillor	✓	✓	✓	✓	✓	x	✓	✓	✓
Cllr CC Hanases	Ordinary Councillor	✓	✓	✓	✓	✓	x	✓	✓	✓
Alderwoman FN Kahungu	Ordinary Councillor	✓	x	✓	✓	✓	✓	✓	✓	x
Cllr QO Kamati	Ordinary Councillor	✓	✓	✓	✓	✓	✓	x	✓	✓
Cllr I Keister	Ordinary Councillor	✓	✓	✓	✓	✓	x	x	✓	✓
Cllr A Kwenani	Ordinary Councillor	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cllr SS Nujoma	Ordinary Councillor	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cllr M Lombardt	Ordinary Councillor	✓	✓	✓	✓	✓	✓	✓	✓	✓

Table 2: Council special meetings attendance

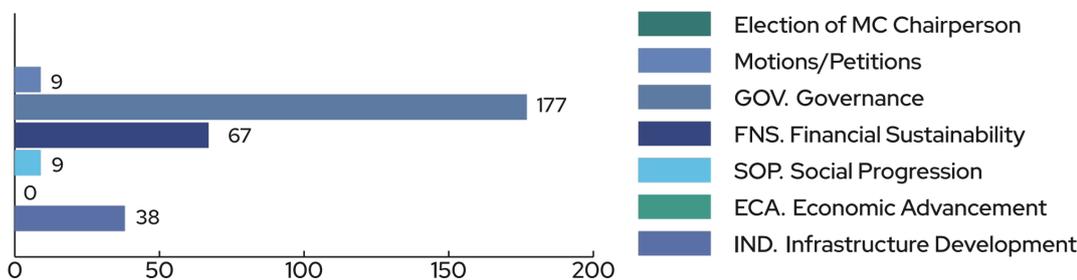
NAMES	POSITION	10082022	12082022	22082022	12102022	31122022	22112022	01122022	19012023	09022023	27022023	02022023	16022023	12042023	05062023
Cllr SS Gawanas	Mayor	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	✓
Cllr J Uapingene	Deputy Mayor	✓	✓	✓	x	x	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cllr N Larandja	Chairperson of Management Committee	✓	✓	✓	x	✓	✓	✓	✓	x	✓	✓	✓	✓	✓
Cllr B Araeb	Member of Management Committee	✓	✓	✓	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cllr H Hecht	Member of Management Committee	✓	✓	✓	x	x	✓	✓	✓	✓	✓	x	x	✓	x
Cllr I Skrywer	Member of Management Committee	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	✓
Cllr Dr OS Uukule	Member of Management Committee	✓	✓	✓	x	x	✓	✓	✓	x	✓	✓	✓	✓	x
Cllr Dr JS Amupanda	Ordinary Councillor	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	x	✓
Cllr CC Hanases	Ordinary Councillor	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	✓
Alderwoman FN Kahungu	Ordinary Councillor	✓	✓	✓	x	✓	✓	✓	✓	✓	✓	✓	x	✓	✓
Cllr QO Kamati	Ordinary Councillor	✓	✓	✓	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cllr I Keister	Ordinary Councillor	✓	✓	✓	✓	x	✓	✓	✓	x	✓	✓	✓	✓	✓
Cllr A Kwenani	Ordinary Councillor	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cllr SS Nujoma	Ordinary Councillor	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	✓
Cllr M Lombardt	Ordinary Councillor	✓	✓	✓	✓	✓	✓	✓	✓	x	✓	✓	x	✓	x

2.1 Items served at Council & Management Committee

The graph below is a representation of a number of items that served at both Management Committee and Council. The first graph illustrates color codes to represent the status of items that were dealt with during the reporting period. The second graph summarises the items clustered in themes as per the Strategic Plan 2022-27.



Graph 2: Items that served at Management Committee & Council

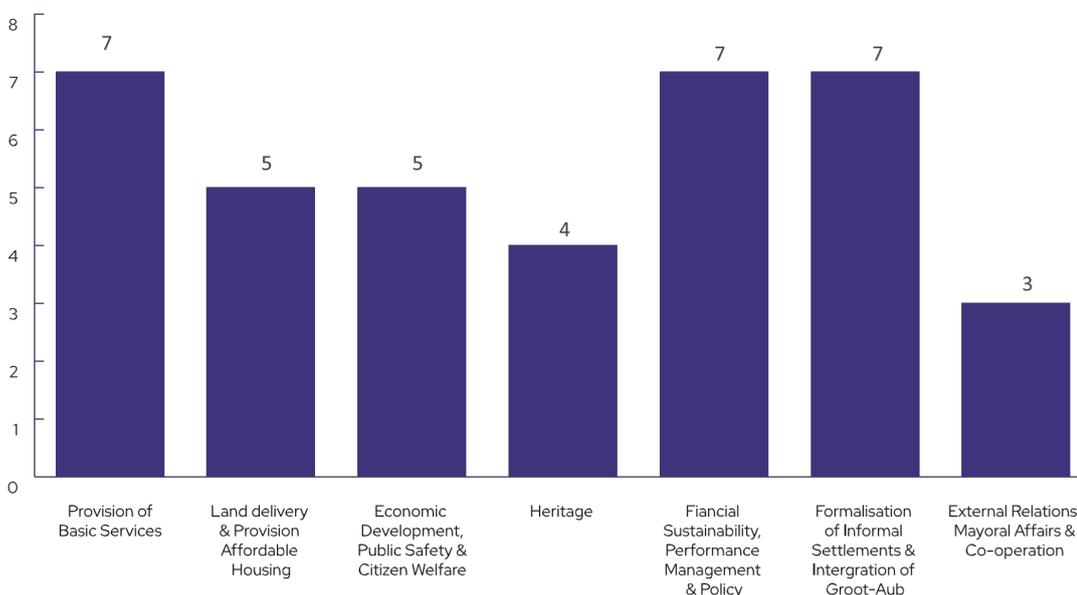


Graph 3: Number of items per theme

2.2 Council Advisory Committees

The total number of seven (7) Committees were created and approved by the subsequent resolution of a Special Municipal Council Minutes: 2021-03-11 GOV.1 [CEO] COUNCIL'S REPRESENTATION ON ADVISORY AND EXTERNAL COMMITTEES (4/2/2) as a mechanism aligned to the Strategic Transformational Plan 2017 – 2022 for efficiencies and effectiveness. After the lapsing of the Transformational Strategic Plan, the sub-committees continue to serve its purpose of ensuring seamless implementation of the new Strategic Plan 2022-2027. The following are the sub-committees meetings that were held during the reporting period:

NUMBER OF MEETINGS: COUNCIL ADVISORY COMMITTEES



Graph 4: Number of Council Advisory Committee meeting

PART TWO

3. LOCAL AUTHORITY MANDATE AS PER THE LOCAL AUTHORITY ACT SECTION 30 (1)

The update below is on the mandate of the Municipal Council of Windhoek as per the Local Authority Act, Act 23 of 1992 (as amended), section 30 (1). The progress on the performance on the powers, duties, functions, rights and obligations for the reporting period are as following:

3.1 Supply water



169,616m³

Total Reservoir Storage



89 254.11m³

Reticulation Network



N\$ 1,974, 329.59

The disinfection cost for all water produced inclusive NamWater & Wingoc



1 614KM

Water line length in formal areas



82KM

Water line length in informal areas



1 696KM

Total length water lines in Windhoek areas

The diagrams below illustrate water production from different sources and percentage surface water within three dams' system, water production from different sources and percentage surface water within three dams system, water production from different sources and population curve for Windhoek and Windhoek water production from different sources and population curve

3.2 Provide, maintain, and operate a system of sewerage and drainage.



1 241KM

Sewer line length in formal areas



69KM

Sewer line length in informal areas



1 307KM

Total line length sewer lines in Windhoek area (Provided)



29 058

Number of manholes formal



1 700

Number of manholes informal



30 758

Total number of manholes in Windhoek areas (Provided)



700

Manhole blockages reported & attended to (Maintenance)

3.3 Removal of refuse



30HA

Total Disposable Site Size (ha)



17HA

Total utilized site size(ha)



84 520 TONS

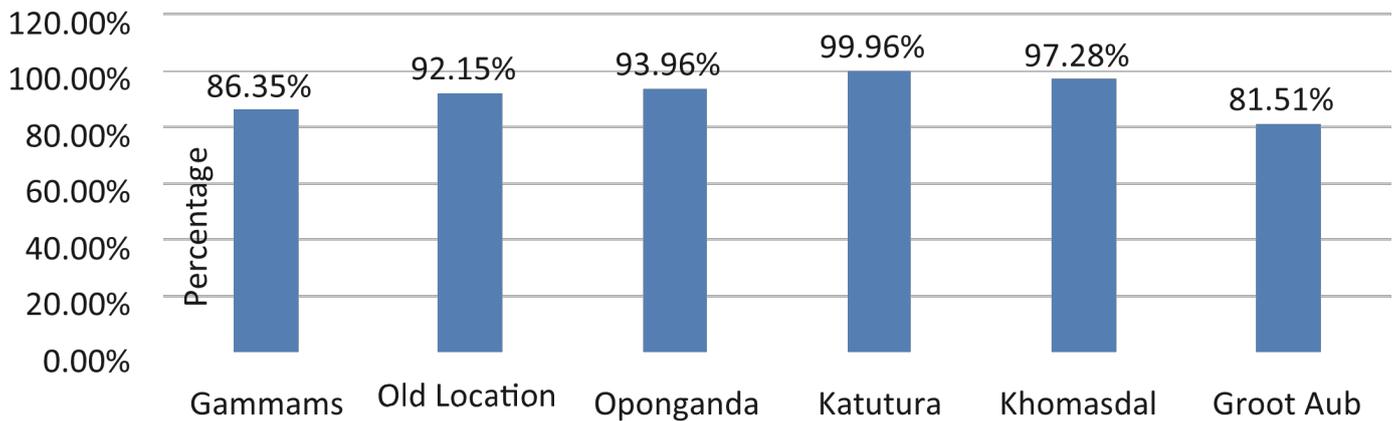
Waste Collected tons general waste



12 045 TONS

Waste Collected tons hazardous waste

3.4 Establish and maintain cemeteries



Graph 5: Total Graveyards used in each cemetery

Table 3: Total Graves Available

Location	Available	Reserved	Additional Comments
Gammams	N/A	300 normal burial plots	
N/A	950 Inner roads	1046	N/A
Old Location	N/A	43	Cemetery closed
Oponganda	1200	8	N/A
Katutura	NA	7	Cemetery closed
Khomasdal	NA	190	Cemetery closed
Groot Aub	533	53	NA

Total of cremations for 2022/23 were 522

3.5 Construct and maintain streets and public spaces

Table 4: Public open spaces for development

PRIORITISED PUBLIC OPEN SPACES FOR DEVELOPMENT: NOT DEVELOPED				
EAST FACILITIES				
	FACILITY	LOCATION	SIZE (m3)	PROPOSED DEVELOPMENT
1	Academia Playground	Erf 619 Jasper Street	7 208	Family Park: Decent Play equipment Walkways/ sitting spaces
2	Pioneerspark	Erf 1620	91 070	Dam / Recreational
3	Eros	Erf 502	15 754	Suburban Park
4	Cimbebasia , Otjozondjou str,	Erf 878	118 099	Playground with natural Walkways, sitting benches.
5	Frankie Frederick street	Erf 791	12 993	Multipurpose Sports Complex
WEST FACILITIES				
1	Goreangab	Erf 2373 Lucia Street,	1 987	Family Park
2	Otjomuise	Erf 1995 Santa Clara Street	5 778	Family Park, play equipment & Action Sports.
3	Okuryangava	Erf 376 Ekundi Street,	2 4491	Relaxation, picnic & Braai
4	Lafrenz	Erf 87 Eider Street	4 452	Workers & Leisure Park
5	Northern Industrial POS	Erf RE/7002 c/r	2 789	Workers Park/ open Market.

3.6 Supply of electricity



190MVA

Declared Capacity



6.1%

Losses



165 MW

Peak Demand



828,158 MWH

Units Sold (Consumptions)



894,113 MWH

Peak Actual Electricity purchased (Bulk Supply)



31.3MW

Total Renewable Energy Capacity



109

Number of informal houses electrified

3.7 Establish, carry, and maintain a public transport service



374 286 LITRES

Total Fuel



N\$9 686 485

Total fare revenue



677 781

Number of passengers transported



1 048 000 KMS

Total km's covered



79 921 HRS

Total hours of operation



27 TO 30 DAILY

Number of routes serviced daily

3.8 Establish housing scheme

The housing schemes, number of beneficiaries and the total loan amount provided for this financial year are indicated in the table below:

Table 5: Housing Scheme

2022 Financial Year			2023 Financial Year		
Suburb	Number of beneficiaries	Total loan amount (N\$)	Suburb	Number of beneficiaries	Total loan amount (N\$)
Freedomland A	12	2,314, 325.00	Freedomland A	46	9,606,395.00
Freedomland B	36	7,020, 828.00	Freedomland B	35	7,074.020.00
Goreangab	85	16, 116, 597.25	Goreangab	29	5,873,657.25
Havana	4	753,872.00	Havana	33	7,039,822.50
Katutura	1	189,858.50	Katutura	2	425,400.00
Okuryangava	4	766,897.75	Okuryangava	8	1,691,661.00
Onyika	49	8,747,940.50	Onyika	52	10,681,379.00
Otjomuise	33	6,086,455.75	Otjomuise	24	4,827,865.00
Wanaheda	2	383,600.00			
Total	226	42,380,374.75	Total	229	47,220,199.75

3.9 Construct and lease to market houses, auction/sale rooms, stalls, and warehouses

Table 6a: Trading sites/ industrial stalls

	Markets And Trading Sites	Location	No. Of Traders	Target Revenue Per Site	Total Actual Revenue Collected
1	Bonsmara Market	Erf 8219 Bonsmara Street (Windhoek Northern Industrial Area)	6	0	55,647.39
2	Eliazer Tuhadeleni Market	Erf 6290 Shanghai Street	14	0	11,886.80
3	Katutura Hospital Market	Re 90B/ 31 Hans Dietrich Genscher Street	10	0	6,173.80
4	Khomasdal Market	Corner of Mahatma Gandhi and Hans Dietrich Genscher Streets	22	0	71,970.07
5	Limbandungila Market	Erf 4813 (Etienne Rousseau Street)	7	0	10,703.00
6	Lyeeta Market	Erf 2346 Ombakata Street	34	0	15,792.60
7	Nangheda Kaduuluma Market	Erf 818 Caesar Street	41	0	56,211.98
8	Okahandja Park Market	Erf 3675 Ongava Street	32	0	62,744.48
9	Okuryangava Office Market	Erf 1738 Omungwindi Street	6	0	38,178.00
10	Onghendambala Market	Erf 3222 Eveline Street	21	0	11,358.40
11	Oshetu Community Market	Erf 10544 (ShanghaiStreet)	134	0	477,581.43
12	Pioneerspark	Erf R/1301 (Hochland Road)	6	0	41,511.78
13	Soweto Market	Erf 4517 Independence Avenue and Abraham Mashego Street	161	0	337,126.39
14	Stokes Street Market	Erf 6733 Stokes Street	6	0	8,562.35
15	Tukondjeni Market	Erf 955 Ondoto Street	167	0	69,279.43
16	Twahangana Market	Erf R/935 Etetewe Street	26	0	21,049.45
17	Windhoek Flea Market	Erf 6872 Windhoek	57	0	192,249.34
18	Eveliine Car Wash	Erf 90 Eveline Street	6	0	2,100.00

Semi Developed and Open Trading sites					
1	Okuryangava Clinic Market / semi developed	Erf 1006 Okuryangava	59	0	5,778.10
2	Post Street Mall	Erf 4154 Post Street Mall	30	0	41,707.55
3	Semi Mall	Erf 5376 Independence Avenue	21	0	50,755.59
4	Foodcarts	Various sites	48	0	146,415.82
5	Barbeque Stands	Various sites	31	0	111,573.00
			945	2,409,380.88	1,846,356.75
					77%

Table 6b: Informal Markets

Informal Markets
17 permanents markets
1 Communal car wash
1 Semi Developed Market
48 Food cart stands
31 Barbeque stands
Periodic markets and 2 craft markets
Target: 2 409 380.88
Actual: 1 846 356.75
77%

Number of Markets available



17

Permanent Markets



48

Food carts



22

Approved undeveloped sites



2

Craft Markets



31

Barbeques sites



XX

Periodic Markets
i.e. Christmas Markets

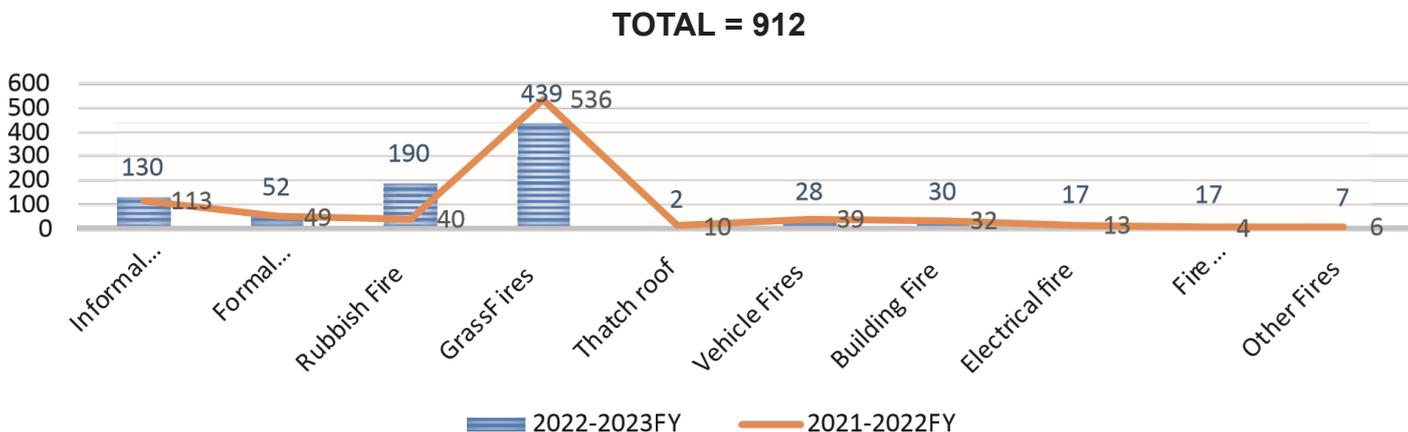
3.10 Other Services

a) Building plans submitted, approved & value 22/23

Table 7: Number of Buildings Plans Approved

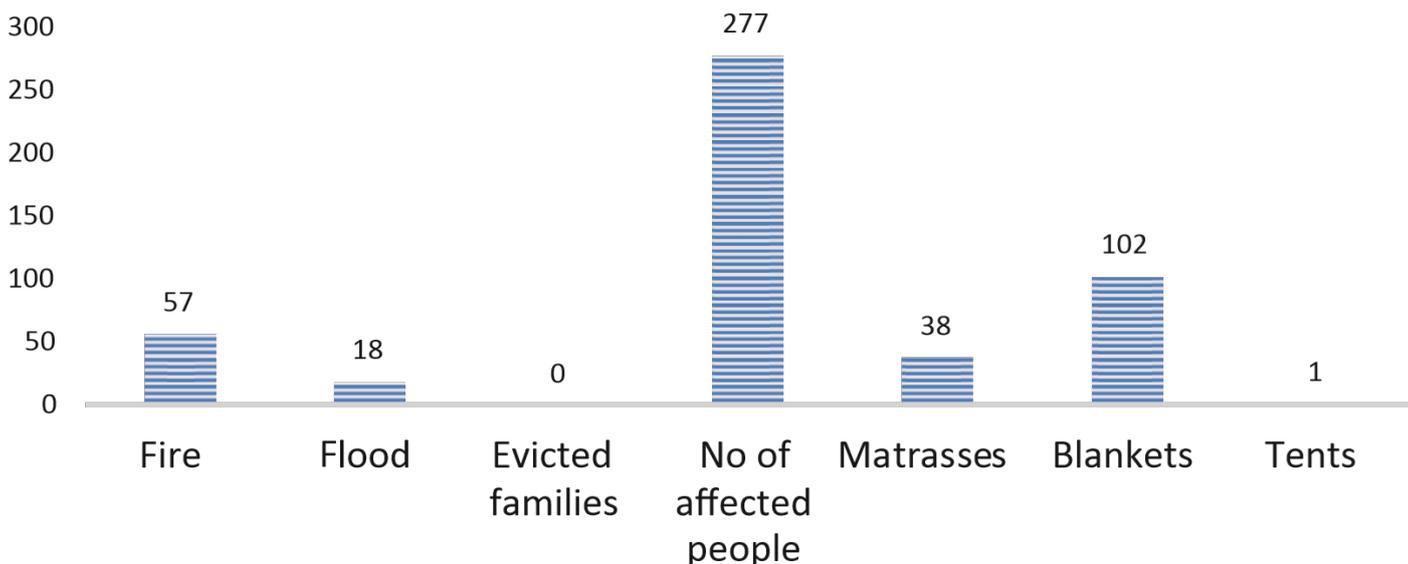
Submitted for approval	2752
Number Approved	2407
Value	N\$1,735,513,996. 00

b) Emergency Services



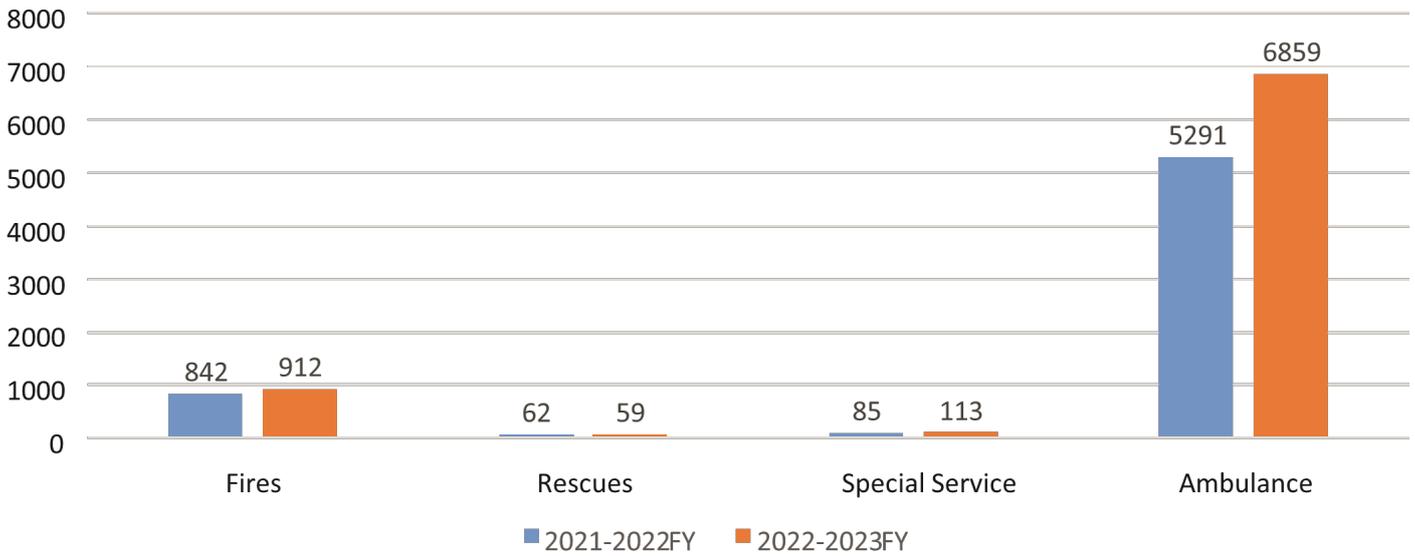
Graph 6: Fire Categories

The City attended to 75 incidents affecting 277 residents as detailed in the graph (1 July 2022 - June 2023) below. These incidences are made up of informal dwelling fires (57) and flood (18). The Division provided disaster relief assistance of 38 mattresses, 102 blankets and 1 tent. The graph below depicts the assistance rendered by the division over the reporting period.



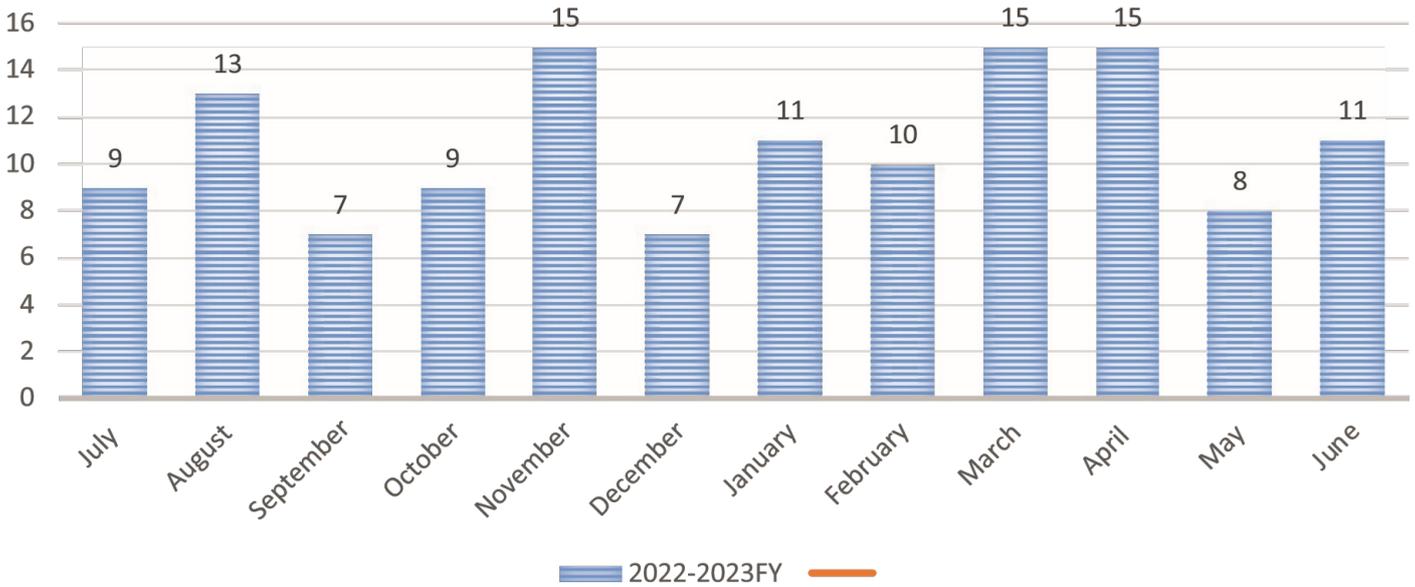
Graph 7: Emergency Response & Assistance

TOTAL = 7943



Graph 8: Assistance on various incidences 2021/22 & 2022/23

The graph below illustrates the occurrence of informal dwelling fires during the period under review.



Graph 9: Informal dwelling fire comparison for each month 22/23

c) Public and Environmental Health

Table 8: Public & environmental health inspections 22/23: Certificate of Fitness

NEW	RENEWALS	INSPECTIONS	REVENUE GENERATED
1308	5211	5 618	N\$7,957 091.35

Table 9: Public & environmental health inspections 22/23: Condemnations

FINANCIAL YEAR	PER KG
2022/23	1565

3.11 Human Capital Statistics

Table 10: Human Capital Data

	DATA
1 Staff compliment	1861
2 Staff cost	N\$ 1,508,258,967
3 Interns	421
4 Fixed term contract	633
5 Turnover	97 (5.2%) *
6 # Staff members developed under private study	471 Org wide
7 # Staff members generic training	141
8 Annual training and development budget	N\$8,748,673.00
9 Total funds spend on development and trainings	Amount spent N\$6,261,425.01

PART THREE

4. ANNUAL REPORT

The analysis of this report will be based on the five strategic themes as per the corporate scorecard. The key performance indicators (KPIs) were used as a basis for measuring progress and performance. The report uses the monitoring & evaluation RAG (red, amber & green) analysis. The RAG analysis was used to colour code the performance and the description of the colour codes is as following:

Table 11: M & E colour indicators

RED	0 - 49%	Poor performance
AMBER	50 - 79%	Average performance
GREEN	80 - 100%	Good performance
GREEN	>100%	Performance above target

4.1. Theme: Governance

The Governance theme has three (3) strategic objectives, seven (7) KPAs and nine (9) KPIs of which only six (6) KPIs are active for this financial year.

4.1.1 Strategic Objective: Improve organisational capabilities

The improve organisational capabilities strategic objectives has four Key Performance Areas namely, Leadership, Occupational Health, Safety & Wellness (OHSW), Organisational Culture and Performance Management. Three of the KPAs were targeted for this financial year and one KPA, Organisational Culture was not targeted for this financial year. The performance of the targeted KPAs are as following:

4.1.1.1 KPA 1: Leadership

- The Leadership Plan was implemented 100%.

4.1.1.2 KPA 2: Occupational Health, Safety & Wellness (OHSW)

- Q4 target of 50% was achieved and the activity was to train nominated OHSW Committee members.

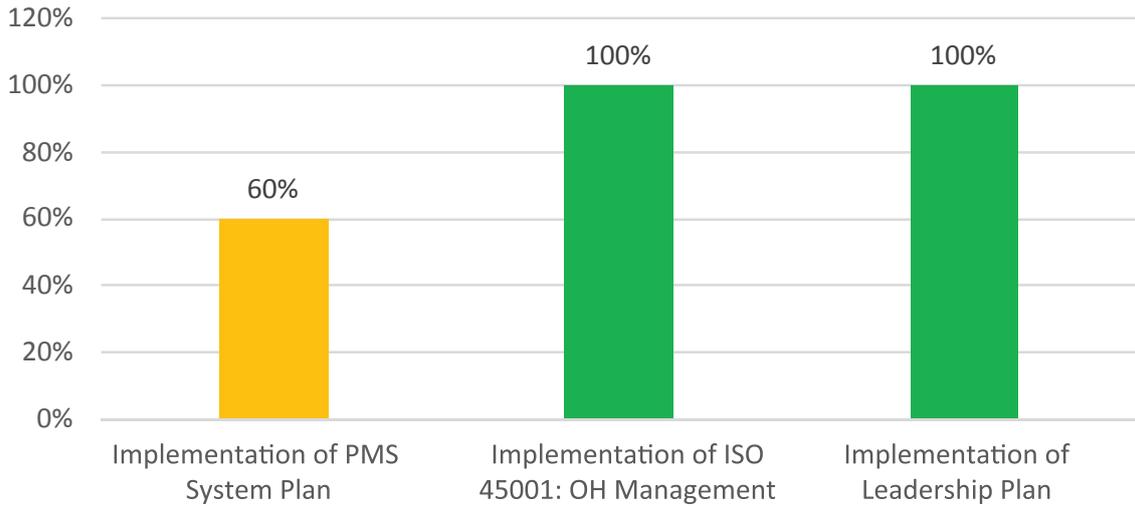
4.1.1.3 KPA 3: Organisational Culture

- The KPA was not targeted for the 2022/23 financial year.

4.1.1.4 KPA 4: Performance Management

- Implementation of Performance Management System (PMS) Plan was implemented at 60%.

SO: IMPROVE ORGANISATIONAL CAPABILITIES



Graph 10: Strategic Objective: Improve Organisational Capabilities

4.1.2 Strategic Objective: Pursue Technological Advancement & Operational Efficiencies

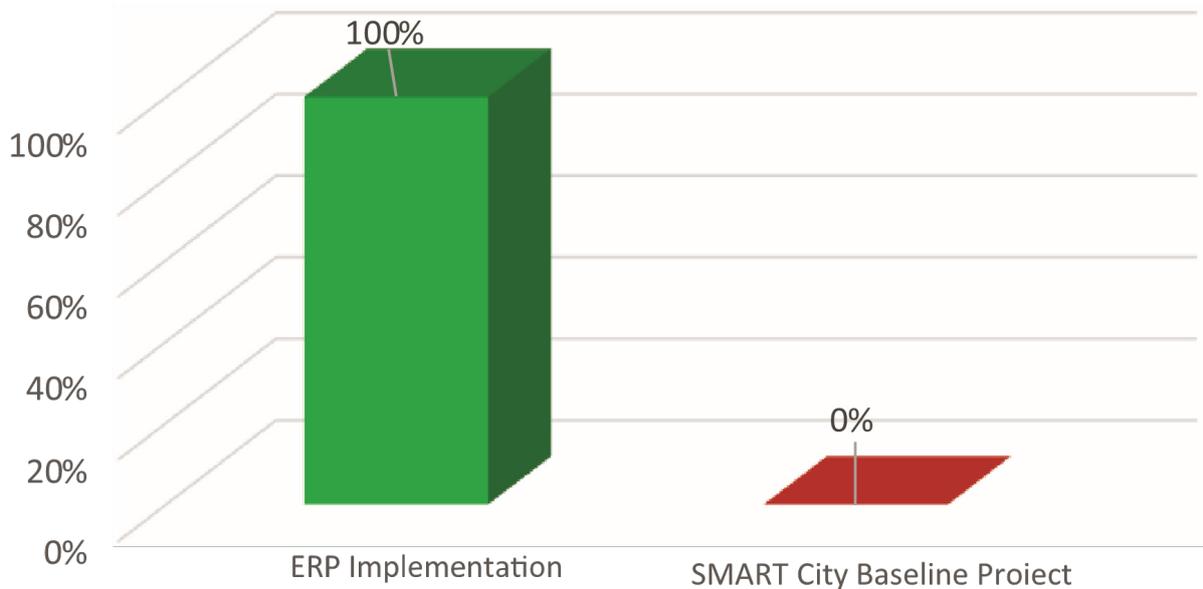
4.1.2.1 KPA: ERP Implementation

- Project was completed 100%.

4.1.2.2 KPA: Smart Cities

- The KPA was not targeted for the 2022/23 financial year.

SO: TECHNOLOGICAL ADVANCEMENT & OPERATIONAL EFFICIENCIES



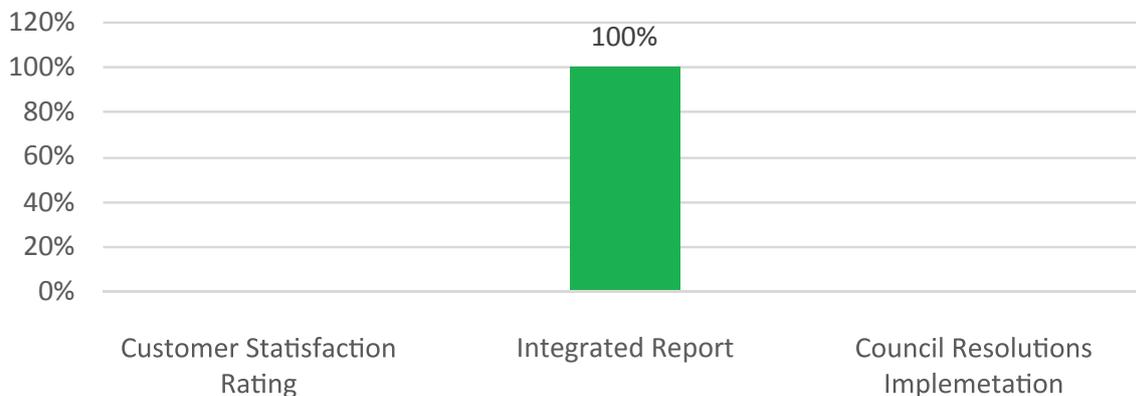
Graph 11: Pursue technological advancement & Operational efficiencies

4.1.3 Strategic Objective: Ensure quality of life for all our residents & stakeholders.

4.1.3.1 KPA: Customer Satisfaction

- The lack of a system to analyse the implementation rate of Council Resolutions.
- 2021/22 Integrated Report was produced 100%.
- Customer Satisfaction Rating was targeted at 2.5 but was not conducted due to lack of system to conduct such a survey.

SO: ENSURE QUALITY OF LIFE ALL OUR RESIDENTS & STAKEHOLDERS



Graph 12: Strategic Objective: Ensure quality of life for all our residents & stakeholders

4.1.4 Governance Performance Analysis

The Governance theme analysis was based on a total of six (6) active KPIs. The implementation progress of this theme during the reporting period is 77% as per the table below:

Table 12: Governance performance analysis

COLOR CODE	2022/2023
80-100%	4
50-79%	1
0-49%	1
Total Active KPIs	6
Average Performance	77%

4.1.5 Governance Challenges

- Poor participation of Departments on the implementation of PMS (performance agreements).
- Lack of departmental collaborations in populating the resolutions implementation progress.
- Lack of system that track the implementation progress of resolutions.
- Lack of system to conduct customer satisfaction survey.
- Lack of system to manage resolutions.

4.1.6 Governance achievements

- The service provider to conduct leadership development appointed.
- PMS automation system procured.
- ERP rollout completed.

4.2 Theme: Financial Sustainability

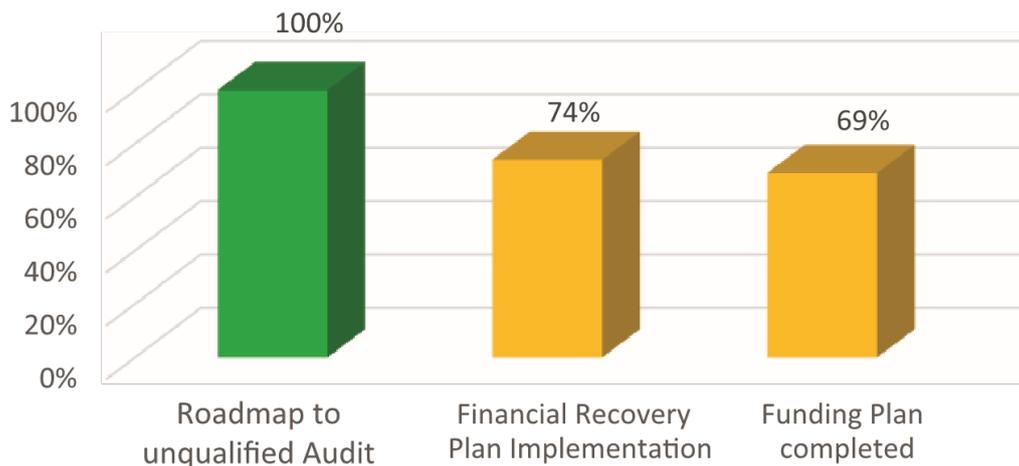
The financial sustainability has one (1) strategic objective, one (1) KPA and two (2) KPIs.

4.2.1 Strategic Objective: Financial Sustainability

4.2.1.1 KPA: Financial Management Reporting

- Completion of the funding plan was targeted at 100% and 69% was achieved. The departments sent through their capital projects and consolidated into one. A financial modelling framework will commence in the new financial year 2023/2024.
- Implementation of the Financial Recovery Plan was targeted at 50% and 37% was achieved, which constitutes implementation progress of 74%. The milestones that constitute the achievements are; the consultation with Departments to solicit inputs on the plan, committee was constituted and committee meetings have been effected
- Adverse audit opinion.

SO: FINANCIAL SUSTAINABILITY



Graph 13: Strategic Objective; Financial Sustainability

4.2.2 Financial sustainability performance analysis

The financial sustainability theme analysis was based on a total of three (3) active KPAs. The implementation progress of this theme during the reporting period is 81% as per the table below:

Table 13: Financial sustainability performance analysis

COLOR CODE	2022/2023
80-100%	1
50-79%	2
0-49%	0
Total Active KPIs	3
Average Performance	81%

4.2.3 Financial Sustainability Challenges

Lack of action plan to implement cost cutting and revenue enhancement plan.

- The desire for management to take decisions on the cost cutting measures as per the financial recovery plan.
- Slow responses to repetitive audit findings.
- Funding model not developed.

4.2.4 Financial Sustainability Highlights

- Inputs from Departments on the funding plan consolidated.

4.3 Theme: Social Progression

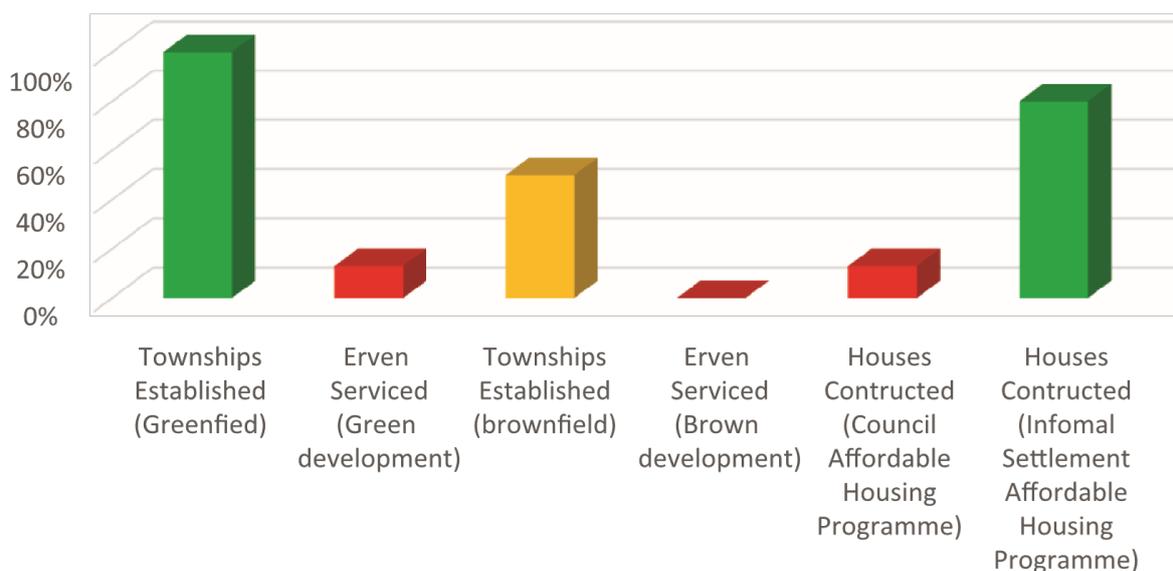
The Social Progression has three (3) strategic objective, seven (7) KPAs and twenty-six (26) Key Performance Indicators

4.3.1 Strategic Objective: Provide basic services, serviced land delivery, formalisation & upgrading of informal settlements.

4.3.1.1 KPA: Land & Housing Delivery

- Two townships (greenfield) establishment were achieved 100% target. Khomasdal Ext 17 and 18 was completed. Rocky Crest extension 7 is still pending surveying. Cimbebasia extension 7 (Private extension and extension 5-9 were approved. ERF 3516 Cimbebasia to be consolidated.
- 700 was targeted for the ervens serviced and only 88 was achieved. The implementation progress is 13%. The progress was halted by the procurement process and lack of funds.
- Two townships (brownfields) were targeted in 2022/23 and only one was achieved. The implementation progress is 50%.
- The 700 target is dependent under ervens serviced (brownfields) of townships establishments (brownfields). Therefore, the target was suggested to move to the next financial.
- The target for houses constructed under Council's Affordable Housing programme was 60 and 8 were constructed in Khomasdal. The target could not be achieved due to lack of funds.
- 300 Houses were targeted to be constructed in Informal Settlement under the Affordable Housing Programme. A total of 240 houses were constructed in areas such as Onyika, Havana, Otjomuise and Freedomland. The target lagged because of challenges such as incomplete statutory processes.

SO: PROVIDE BASIC SERVICES, SERVICED LAND DELIVERY, FORMALISATION & UPGRADING OF INFORMAL SETTLEMENT: KPA: LAND & HOUSING DELIVERY

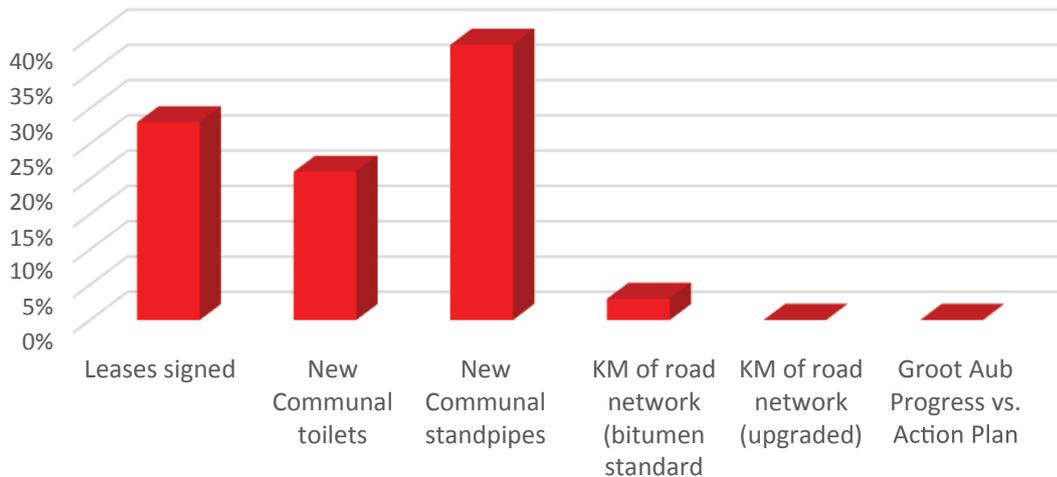


Graph 14: Strategic Objective: Provide basic services, serviced land delivery, formalisation & upgrading of informal settlements. KPA: Land & Housing Delivery

4.3.1.2 KPA: Formalisation & upgrading of informal settlement

- Leases signed in informal settlements were targeted at 1000 and 281 were completed.
- 76 of New Communal Toilets were targeted during the reporting period and 16 were installed. The challenges faced contractual delays, climate (rain), the builder's holiday during December & slow progress of the Contractor.
- 54 New Communal Water Standpipes were targeted for the reporting period and 21 were installed. The projected lagged behind due to contractual delays experienced because of site changes that was required based on community interference and new informal structures occurring in the construction area.
- 0.3 KM at Sukkot Street was achieved against the targeted 11 KM road network (bitumen standard). The delays are due to the contractor not following the program. No activities were reported on the Sperlingslust Street Site, due to the absence of the contractor representative on site.
- There was no progress on the 9 KM road network (graded) targeted.
- The Groot Aub action plan was not implemented due to the pending legal case and lack of funds.

SO: PROVIDE BASIC SERVICES, SERVICED LAND DELIVERY, FORMALISATION & UPGRADING OF INFORMAL SETTLEMENT: KPA: FORMALISATION



Graph 15: Strategic Objective: Provide basic services, serviced land delivery, formalisation & upgrading of informal settlements. KPA: Formalisation & upgrading of informal settlement

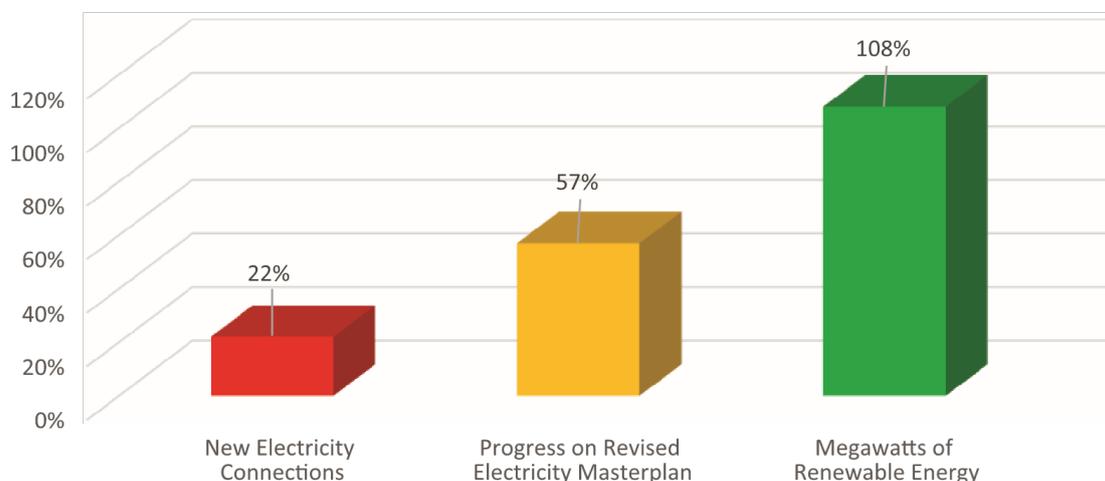
4.3.1.3 KPA: Spatial Development

- The implementation of the Long-Term Spatial Development Framework (SDF) was not targeted for this financial year. The draft SDF was completed in October 2022 and stakeholder consultations is ongoing.

4.3.1.4 KPA: Basic Services

- 500 electricity connections were targeted for the reporting period, however only 109 were achieved while the rest of the connections will be finalise in the 2023 – 2024 financial year. The delay was caused by the Special Russian Military Operation in Ukraine, it resulted in sudden equipment price increases which in the end caused the cancellation of the awarded electrification bids. This resulted in the department of Electricity needing to re-advertise the electrification construction bids and thus delaying the electrification projects.
- Progress in implementing the revised Electricity Masterplan was targeted at 70% and the plan was implemented at 40% due to ordering of long lead-time items.
- 29 Megawatts of renewable energy was targeted for the Financial Year and 31.3 Megawatts was achieved.

SO: PROVIDE BASIC SERVICES, SERVICED LAND DELIVERY, FORMALISATION & UPGRADING OF INFORMAL SETTLEMENTS: KPA: BASIC SERVICES



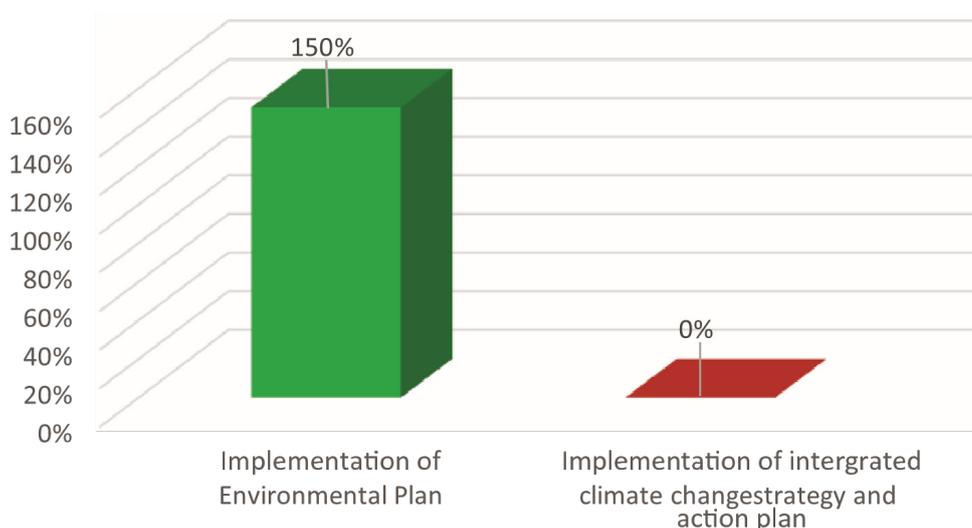
Graph: 16: Strategic Objective: Provide basic services, serviced land delivery, formalisation & upgrading of informal settlements. KPA: Basic Services

4.3.2 Strategic objective: Ensure quality of life for all our residents & stakeholders

4.3.2.1 KPA: Health and Environment

- KfW was not targeted in the financial year.
- Implementation of Municipal Council of Windhoek Environmental Plan (SEA) was implemented at 60% against 40% target.
- Implementation of Health Promotion Strategy & Action Plan was not targeted for this financial year.
- Implementation of Municipal Council of Windhoek Environmental Plan (SEA) was implemented at 60% against 55% target. The draft SEA Report as a 3rd deliverable and was circulated to internal stakeholders for review. After review, the SEA Report will be finalized and resubmitted for approval before submission to Ministry of Environment and Tourism.
- Implementation of Health Promotion Strategy & Action Plan was not targeted for this financial year.
- Implementation of Municipal Council of Windhoek Integrated Climate Change Strategy and Action Plan was targeted at 40%, however implementation could not commence as the Strategy was only approved by Council in July 2023. Following the approval of the Strategy, funds mobilization can commence to enable implementation of the strategy.

ENSURE QUALITY OF LIFE FOR ALL OUR RESIDENTS & STAKEHOLDERS: KPA HEALTH & ENVIRONMENT



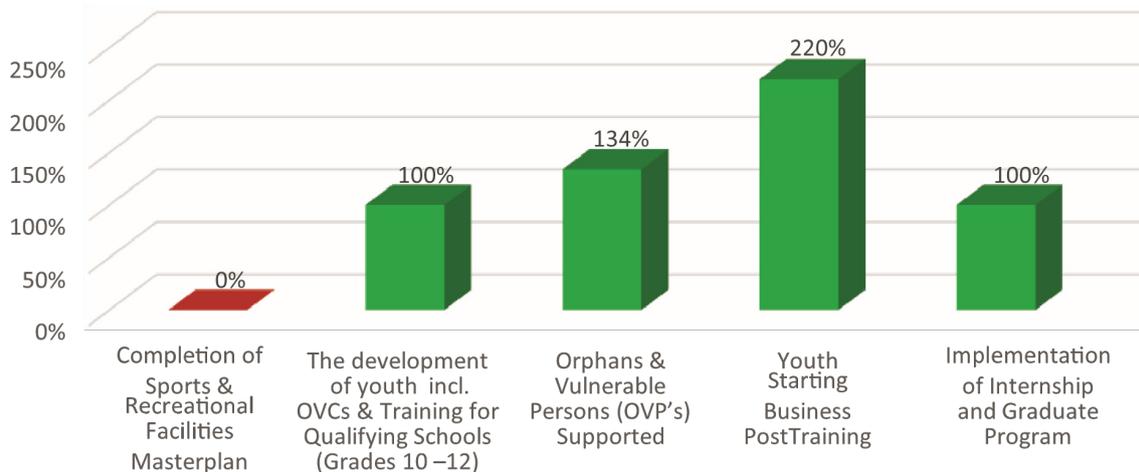
Graph 17: Strategic Objective: Ensure quality of life for all residents & stakeholders: KPA: Health & Environment

4.3.3 Strategic Objective: Ensure quality of life for all our residents & stakeholders.

4.3.3.1 KPA: Social & Economic

- Completion of Sports & Recreational Facilities Masterplan was targeted 100% and masterplan was 80% completed through the memorandum of understanding with NUST. Final editing of masterplan, inclusive of technical inputs from Built Environment (Architecture) Division is progressing well.
- The development of sports & recreational facilities was not targeted for this financial year, as it is subject to the completion of the Sports & Recreational facilities Masterplan. The Division of Parks are however overseeing the management of 56 sports, parks and recreational facilities and 7 cemeteries.
- The development of youth including OVCs & Training for Qualifying Schools (Grades 10 – 12) was achieved 100%
- 3100 Orphans & Vulnerable Persons (OVP's) Supported was targeted and 51 922 was achieved. Community libraries served a total of 98 000 residents per annum.
- Youth Starting Business Post Training was targeted at 40% and 88% was achieved.
- Implementation of Internship and Graduate Program was achieved 100%

SO: ENSURE QUALITY OF LIFE FOR ALL RESIDENTS & STAKEHOLDER KPA: SOCIAL & ECONOMIC

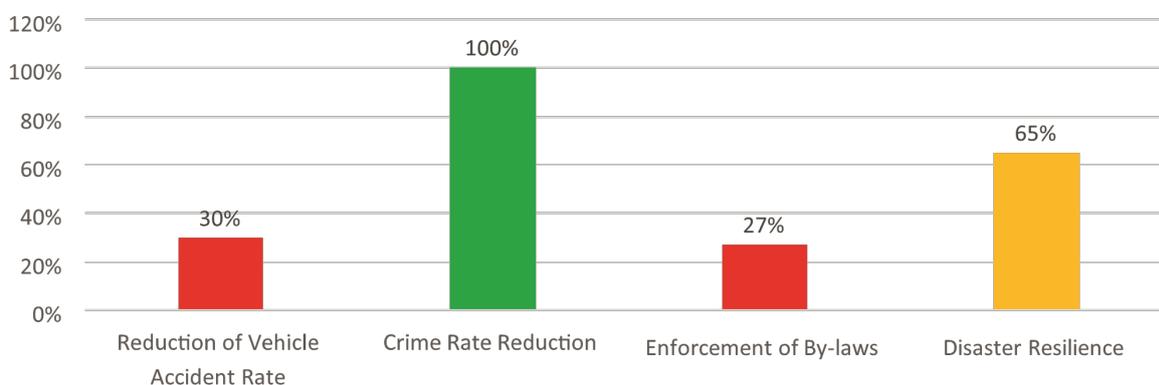


Graph 18: Strategic objective: Ensure quality of life for all residents & Stakeholders: KPA: Social & Economic

4.3.3.2 KPA: Public Safety & Security & Disaster Risk Management

- Vehicle accident rate was reduced by 3% against the 10% annual target. This is due to lack of radios for effective communication and manpower.
- Crime Rate Reduction was targeted at 7% reduction and was reduced 7%.
- Enforcement of By-laws achieved 27% against the targeted of 100%. This is due to lack of synergy among stakeholders.
- Disaster Resilience was targeted 65% however, preliminary report on resilience scorecard suggests that 51% was achieved. Key aspects such as the finalization of contingency plans by departments had commenced while the development concept for a disaster risk management center is also being finalized. Key shortcomings, amongst others, impacting the achievement of a 65% target are:
 - ✓ Lack of DRM center
 - ✓ Lack of ringfenced disaster risk management budget (all stakeholders)
- Ability of Council to provide shelter and food in incidences of disaster. It is proposed that this KPA be reviewed as it relates to the overall rating of the locality, which includes other key stakeholders whose interventions are not under Council's control. KPA should focus on measuring Council's direct areas of responsibilities.

SO: ENSURE PUBLIC SAFETY, SECURITY & EMERGENCY DISASTER RISK MANAGEMENT: KPA: PUBLIC SAFETY & SECURITY & DISASTER RISK MANAGEMENT



Graph 19: Strategic Objectives: Ensure public safety, security & emergency disaster risk management: KPA Public Safety & Security & Disaster Risk Management

Table 14: Social Progression performance analysis

COLOR CODE	2022/2023
80-100%	9
50-79%	3
0-49%	13
Total Active KPIs	25
Average Performance	58%

4.3.4 Social Progression Challenges

- Lack of funds to service land and to construct Council affordable housing.
- Procurement process too long.
- Overambitious target on erven serviced on brownfield, target moved to 2023/24.
- Contractual delays to build new toilets and water standpipes.
- Groot-Aub plan was not implemented due to pending legal case and lack of funds.
- Enforcement of by-laws is still a prevailing challenge due to the lack of synergy between departments.
- Limited human, materials (equipment and ICT) and financial resources required for effective implementation of social welfare program.
- Lack of coordination between Divisions and Departments in the implementation of projects.
- Lack of adequate funding for the renovation, maintenance and furniture for community halls and centres.

4.3.5 Social Progression Highlights

- Two townships (Greenfields) established at Rocky Crest extension.
- One township (brownfields) was established at Freedom Land B Informal Settlement.
- 240 houses constructed in informal settlement under affordable housing programme. Houses were constructed in areas such as Onyika, Havana, Otjomuise & Freedomland.
- 109 electrical connections
- 51 922 orphans & vulnerable persons supported
- Vehicle accident rate reduced by 3%.

4.4 Theme: Economic Advancement

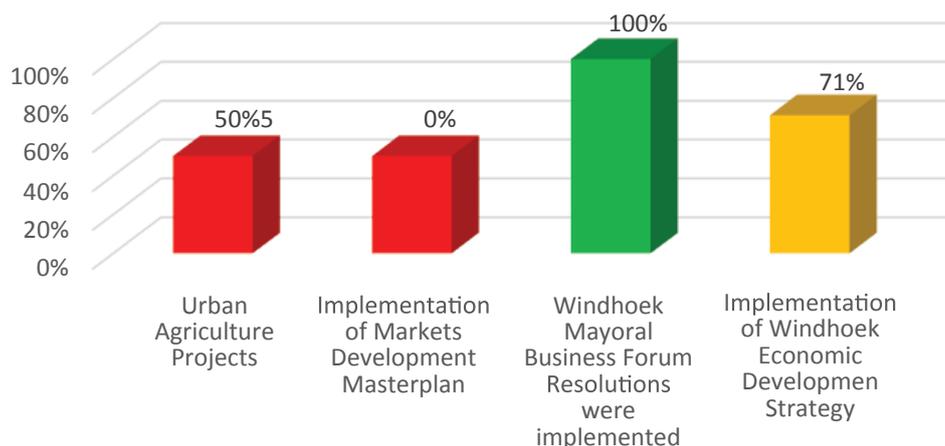
On the Economic Advancement theme, there is one (1) strategic objective, one (1) KPA and four (4) KPIs

4.4.1 Strategic Objective: Ensure quality of life for all our residents & stakeholders.

4.4.1.1 KPA: Health and Environment

- One (1) Urban Agriculture Projects was targeted but was not achieved. No funding was allocated for the erection of a garden in Groot Aub. Two (2) million Namibian dollars is needed for the required infrastructure (water, fencing etc.) to effectively implement this project.
- While the Markets Development Masterplan will be approved in the next financial year.
- Windhoek Mayoral Business Forum Resolutions were implemented 100%
- Implementation of Windhoek Economic Development Strategy was implemented 71%.
- MSME Development Strategy initiative to facilitate access to infrastructure a total number of sixteen (16) entrepreneurs were admitted to available trading facilities of Council (100%).
- The alienation of twenty-six (26) business and industrial land to entrepreneurs operating from Industrial Stalls and Bokamoso Entrepreneurial Centre via closed bid resulted in Ministerial approval of land allocation to thirteen (13) entrepreneurs (50%). During this reporting period eight (8) out of the thirteen (13) entrepreneurs have to date paid their full VAT to Council, amounting to N\$ 493,730.54 (62%).
- Urban agriculture survey was completed and zero draft report completed
- Windhoek Investment promotion video was finalized.

**SO: ENSURE QUALITY OF LIFE FOR ALL OUR RESIDENTS & STAKEHOLDERS
KPA: HEALTH & ENVIRONMENT**



Graph 20: Strategic objective: Ensure quality of life for all our residents & stakeholder: KPA: Health & Environment

4.4.2 Economic Advancement Performance Analysis

The Economic advancement theme analysis was based on a total of four (4) active KPIs. The implementation progress of this theme during the reporting period was 43% as per the table below:

Table 15: Economic advancement performance analysis

COLOR CODE	2022/2023
80-100%	1
50-79%	1
0-49%	2
Total Active KPIs	4
Average Performance	68%

4.4.3 Economic Advancement Challenges

- Lack of Funds to establish Urban Agriculture Projects, therefore target to be shifted to the 2023/24 FY to design a funding model targeted for Urban Agriculture projects.

4.4.4 Economic Advancement Highlights

- Windhoek Mayoral Business forum resolutions were implemented 100%
- 50% Implementation of Market Development Masterplan with the site preparation for the relocation and construction of a market for the Truckport Traders.
- MSME Development Strategy initiative to facilitate access to infrastructure a total number of sixteen (16) entrepreneurs were admitted to available trading facilities of Council (100%)
- The Alienation of twenty-six (26) business and industrial land to entrepreneurs operating from Industrial Stalls and Bokamoso Entrepreneurial Centre via closed bid resulted in Ministerial approval of land allocation to thirteen (13) entrepreneurs (50%). During this reporting period eight (8) out of the thirteen (13) entrepreneurs have to date paid their full VAT to Council, amounting to N\$ 493,730.54 (62%).
- Urban agriculture survey was completed and zero draft report completed.
- Windhoek Investment promotion video was finalized.

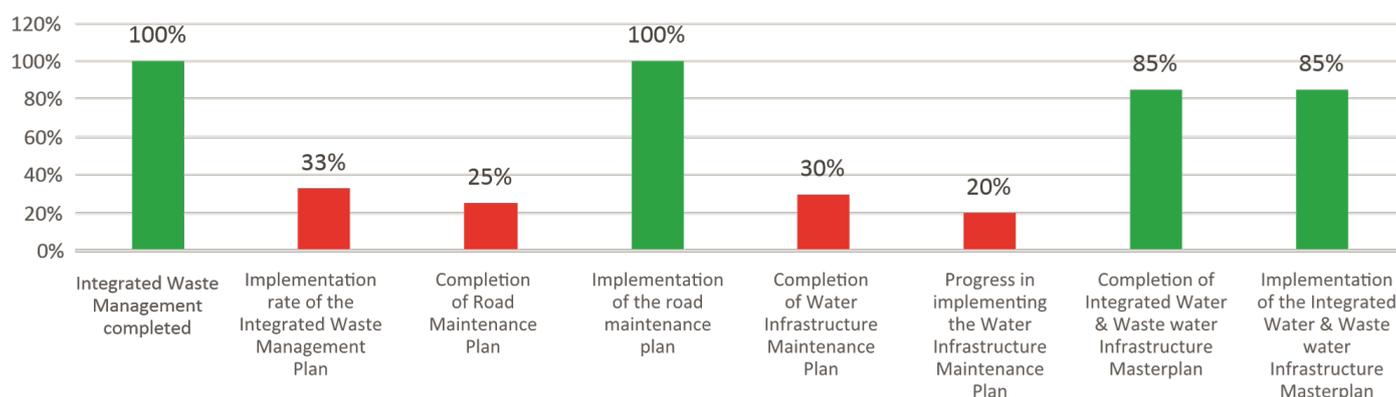
4.5 Theme: Infrastructure Development

4.5.1 Strategic Objective: Provide basic services, serviced land delivery, formalisation & upgrading of informal settlements

4.5.1.1 KPA: Basic Services

- The Integrated Waste Management Plan was completed 100% and approved by Council.
- The implementation rate of the Integrated Waste Management Plan was at 10% against the 30% target due to lack of funds.
- Completion of Road Maintenance Plan was targeted at 100% and 25% was achieved because of delays in the procurement process.
- The road maintenance plan was implemented 100% as targeted.
- Completion of Water Infrastructure Maintenance Plan was implemented 30% against 100% target. The slow progress was due to shortage of staff and lack of computerized Maintenance Management software.
- Progress in implementing the Water Infrastructure Maintenance Plan was at 20% against the 100% planned target due to the incomplete development of the plan.
- Completion of Integrated Water & Wastewater Infrastructure Masterplan was targeted at 100% and 85% was achieved. Final Master Plan report submission expected by August 2023
- Implementation progress of the Integrated Water & Wastewater Infrastructure Masterplan was at 85%. The lagging is due to lack of funds for the consultant.
- Developed Integrated Transport Masterplan (Integrating SUTMP with Roads Masterplan) was not targeted for this financial year.

SO: PROVIDE BASIC SERVICES, SERVICED LAND DELIVERY, FORMALISATION & UPGRADING OF INFORMAL SETTLEMENT: KPA: BASIC SERVICES



Graph 21: Strategic Objective: Provide basic services, serviced land delivery, formalisation & upgrading of informal settlements: KPA Basic Services

4.5.2 Infrastructure Development performance Analysis

The infrastructure development theme analysis was based on a total of eight (8) active KPIs. The implementation progress of this theme during the reporting period was 60% as per the table below:

Table 16: Infrastructure Development performance analysis

COLOR CODE	2022/2023
80-100%	4
50-79%	0
0-49%	4
Total Active KPIs	8
Average Performance	60%

4.5.3 Infrastructure Development Challenges

- Lack of staff and computerised maintenance management software to complete water infrastructure maintenance plan.
- Lack of funds for the implementation of integrated water & wastewater infrastructure masterplan.

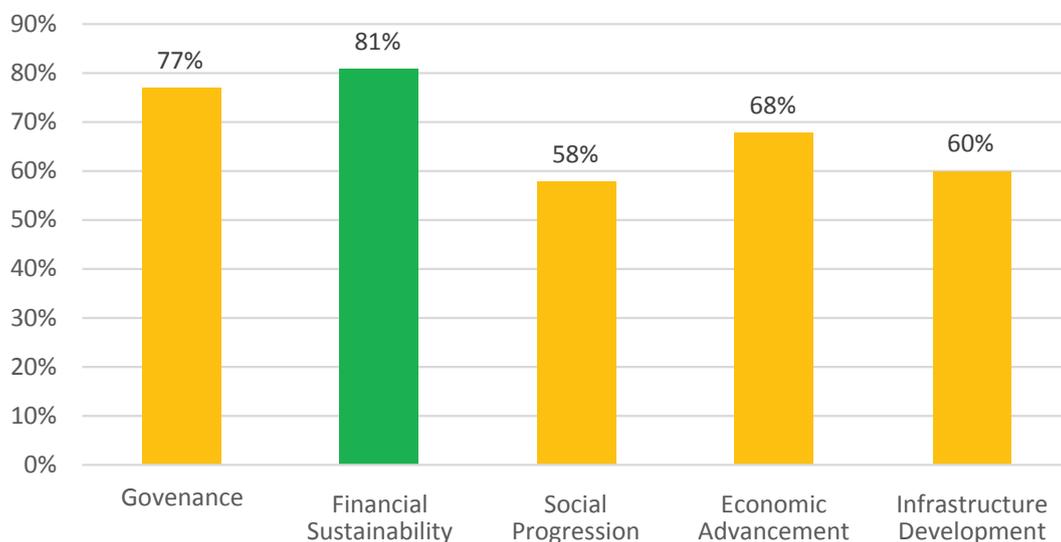
4.5.4 Infrastructure Development Highlights

- Integrated waste management plan was approved by Council.

4.6 Themes Performance trends

The performance trends are a comparison between the five strategic themes, namely; Governance, Financial Sustainability, Social Progression, Economic Advancement, and Infrastructure Development. The highest performing theme was financial sustainability and the lowest performance was social progression. The implementation of the corporate scorecard was faced with several challenges. The main challenges faced among others were inadequate financial resources, overambitious targets, contractual delays on projects, lack of coordination and collaboration between departments, limited human capital to implement projects, lack of system to implement resolutions and lack of an integrated ICT system.

THEMES PERFORMANCE TRENDS



Graph 22: Themes Performance Trends

4.7 Scorecard 2022/23 overall challenges

The Annual Scorecard 2022-23 was not implemented without the absence of challenges. The following are the challenges that were faced whilst implementing the Scorecard and each is linked to a recommendation that will mitigate such a challenge:

Table 17: Challenges & recommendations

CHALLENGES	RECOMMENDATIONS
Absence of a Financial Sustainability Plan	Finalise the Financial Sustainability Plan including a responsive action plan
Insufficient funds to implement the Strategic Plan 2022-2027	Develop and implement the funding model
Strategic Plan not costed	Cost the Strategic Plan
Staff shortages	Determine and fill critical vacant positions
Delay in procurement process	Improve procurement process efficiencies
Inadequate synergies between departments	Encourage collaboration and coordination between departments
Fragmented systems and absence of an integrated system	Integrate and align all stand-alone systems to Solar
Bureaucracy/red tape	Accelerate the delegation of authority for approval by Council
Leadership and management buy-in towards Performance Management System (PMS)	Ensure 100% participation in the Performance Management System by all departments.
Lack of effective tracking and timely implementation of Council Resolutions by Departments.	Prioritisation, monthly monitoring and reporting on the implementation of the resolutions.
Lack of system to monitor the implementation resolutions	Procure a system to monitor resolutions
Lack of system to conduct customer satisfaction survey	Procurement of a service provider to conduct customer satisfaction survey

4.8 Key achievements

- The service provider to conduct leadership development appointed.
- PMS automation system procured.
- Windhoek Mayoral Business forum resolutions were implemented 100%.
- Integrated waste management plan was approved by Council.
- Road maintenance plan was implemented 100%.
- One township established (Greenfields).
- 88 ervens serviced (Greenfields).
- 8 houses constructed under Council Affordable Housing Programme.
- 214 Houses Constructed under Informal Settlement Affordable Housing Programme.

5. MONITORING & REPORTING

The purpose of monitoring the corporate scorecard is to check the implementation progress of the strategic objectives, highlight challenges being faced and propose solutions to challenges. The Corporate Scorecard for the financial year 2022/23 was monitored through the Strategic Executive Committee (STRATCOM) meetings which is held monthly. During the financial year under review, eleven (11) STRATCOMs were held.

After the monthly monitoring, the performance quarterly reports and financial reports are produced on a quarterly basis. The purpose of reporting is to account to the stakeholders on the implementation status of the mandate of the Local Authorities, the strategic plan and financial status of the organisation.

6. RISK MANAGEMENT

The Municipal Council of Windhoek approved the Strategic Plan 2022-27 in 2022. The Strategic Plan provided an opportunity to identify the Top Strategic Risks that could impact the realization of the Strategic Plan 2022-27.

In the financial year 2022-23, a Corporate Risk Register was developed and streamlined to better reflect and support the objectives outlined in the Strategic Plan. The alignment with the Risk Management Policy and Enterprise Risk Management Framework throughout the organisation was a key priority, with the aim of refining the enterprise risk register to be harmonized with the approved strategic objectives of the Strategic Plan 2022-2027. This involves monitoring current controls in place, and to have identified mitigation strategies implemented to ensure risk is mitigated to a minimum. The integration of such mitigation strategies is integrated as a Key Performance Indicator (KPI) in the Strategic Executives 'performance agreements.

This process will enhance the consistent and effective application of the Risk Management Framework, ensuring systematic identification, assessment, evaluation, control, monitoring of risks, and further mitigation strategies implemented thus to ensure achievement of the organisational objectives. Currently, there are 11 Strategic Risks identified and aligned to strategic objectives on the Strategic Risk Register and streamlining it will further minimize/mitigate risks to a minimum and therefore, Executives are required to review, follow-up progress and report implementation of such mitigation strategies on a quarterly basis. The implementation of further mitigation strategies is crucial in ensuring that strategic objectives is achieved within the 2022 – 2027 period.

With the above as context, the status as per the risk maturity model is a at top-down level approach where the Enterprise-wide Integrated a Risk assessment is taking place, risks are rated, controls are identified and monitored. However, the desired state to reach is Risk intelligent level, which requires that risk discussion to be embedded Departmentally and Divisionally in decision making, strategic planning, capital allocation, early warning indicators whilst it should also be linked to Strategic Executives performance measures.

Continued efforts will be dedicated to synchronizing and embedding the corporate risk management process within both business planning and performance management procedures. Regular updates and keeping corporate risk register and Departmental Risk registers a live and updated, whilst ensuring that current controls are adhered to and up to date, with focus on implementation of further mitigation strategies.

Table 18; Strategic Risks

TOP STRATEGIC RISKS						
No.	STRATEGIC OBJECTIVE	RISK	RISK DESCRIPTION	RISK CATEGORY	INHERENT RATING	MITIGATION STRATEGIES
1	Enhance Financial Sustainability	Lack of funding/ decrease in revenue	Council's Solvency may affect funding possibilities to execute and implement capital and operational activities.	Financial	Critical	<ul style="list-style-type: none"> a) Investigate new and alternative revenue streams and finalise financial recovery plan. b) Set financial targets to improve council's financial position. c) Improve revenue collection and improve debtors' days. d) Finalise annual financial statements. e) Improve audit opinion from Disclaimer to Unqualified audit opinion. f) Maintain a financial focus to organizational management. g) Maintain consistent Management reporting. (i) Introduce Data Analytics to analyze business environment. (ii) Implement Efficient Revenue Collection Mechanism.
2		Revenue Leakage	Loss of revenue potentially due to the following: bribery, fraud, non-technical losses such as illegal connection of electricity and water. Illegal sand mining, Bypassing Municipal By-laws	Financial	Critical	<ul style="list-style-type: none"> a) Update policies and procedures to strengthen processes to improve internal controls. b) Introduction of surprise audits across different functions in the organization. c) Maintain an Audit findings register and maintain regular reviews. d) Financial Management Reporting. e) Annual Plan on Risk-based and Control Based Audit to assess the control

3		Inadequate funding provided by central government to subsidize basic services.	Unable to deliver basic services such as water, electricity, sanitation, housing amongst others	Financial	Critical	a)Introduce innovative and sustainable funding models to ensure basic service provision.
4	Provide basic services, serviced land delivery, formalisation & upgrading of Informal settlements	Illegal Land Invasion	Risk of unemployment and cost housing result in illegal land invasion.	Political	High	a)Formalisation and upgrading of Informal Settlements. b)Continuous servicing of land to address affordability.
5	Pursue Technological Advancement & Operational Efficiencies	Lack of Systems Integration	Systems which do not effortlessly exchange data in real-time	ICT/ Operational	Critical	a)Migrate legacy systems to latest technologies. b)Automate the interface via Database to-Database connectivity.
6	Improve Organisational capabilities	Aging Infrastructure	1.Limited funds for maintenance 2.Delays in appointment of contractors due to Procurement procedures	Operational	Critical	a)Introduce plant maintenance software to assist business in the maintenance of infrastructure. b)Enhance enterprise capacity for the planning and scheduling of maintenance programs. c)Streamline the procurement process to minimize delays in procurement of goods and services. d)To secure sufficient resources required to sustain and grow infrastructure.
7		Efficient performance management	Inefficient performance management systems leading to low levels of implementation of strategic plans. A culture of Silo's creating inefficiencies within the organizational of communication from support departments on feedback affects service delivery both internally and externally	Reputational	High	a)Implement a value and performance based culture.

8		Unsafe working conditions	Field Officers are exposed to accidents, harmful substances and injuries	Human Capital	Catastrophic	<p>a) Improve environmental health and safety requirements. Introduce a zero tolerance for employee injuries on duty</p> <p>b) On the job training, frequent medical surveillance and counselling</p>
9	Ensure quality of life for all our residents & stakeholders	Businesses Operating with invalid Business Registration permits.	Business not complying to the Business and Health regulations	Operational	High	<p>a) Awareness for businesses to register and renew their business certificate of fitness annually.</p> <p>b) Re-engineer processes to ensure compliance to Municipal by-laws and policies.</p>
10		Negative public perception of the organization	Leaking of confidential information both internal and external	Reputation	High	<p>a) Ensure contracts are in place and confidentiality clause is in place.</p> <p>b) Restrict access to ICT environment</p> <p>c) Ensure access is terminated when contracts expire.</p> <p>d) Streamline exit questionnaires across all relevant departments to ensure access removal and returning of assets and entrusted equipment.</p> <p>e) Start a positive public relations and communication campaign for consistent news feeds and positive image reinforcement.</p> <p>f) Ensure proactive internal and external communication</p>
11	Public Safety & Security & Disaster Risk Management	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	<p>a) Introduce Water use master plan.</p> <p>b) Capacitate and resource City Police in line with awareness campaigns.</p> <p>c) Installation of extraction capacity of Aquifer Optimizing water reclaimed from sanitation works.</p> <p>d) Ensure engagement with key stakeholders (Namwater, Wingoc, NamPol and other Government Agencies)</p> <p>e) Ensure disaster management policy is in place and enforcement of such</p>

LEGEND:	
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
Low	

7. PERFORMANCE AUDITING

Performance auditing was not conducted for the financial year 2022-23, it was postponed and scheduled to be completed in the financial year 2024/2025. The reason was to allow and give adequate time for completion and sign off, of Performance Agreements for all Strategic Executives and Management Team. This would be to ensure that all relevant Key Performance Areas (KPA) and subsequent Key Performance Indicators (KPI) are assigned to accountable staff and agreed upon, within the period. The main objective of the audit would be (what is agreed upon) to ensure that the relevant Key Performance Areas (KPA) and subsequent Key Performance Indicators (KPI) that are achieved are verified by Internal Audit Division.

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

8. UNAUDITED ANNUAL FINANCIAL STATEMENTS 2022/23

The preliminary figures below present an improved financial performance from previous year 2021-22. The improvement is mainly driven by a decrease in bad debts by N\$244 million and increase in service charges by N\$300 million. The increase in revenue was mainly due to tariff increases in property taxes and service charges ranging from 3.4% to 5%. The decrease in bad debts was due to improved collection as debtors balance stabilised around N\$1.2 billion. Despite registering improved current ratio of N\$0.60 from N\$0.46 per every N\$1.00, liquidity ratio is still under pressure as current liabilities remain higher than current assets. Further interventions are still required to bring the ratio to N\$1 and above.

During the year under review Council spent N\$141 million on capital projects, with Electricity Department as the biggest spender accounting for 50%. N\$66 million was financed through long term loans from DBN and FNB amounting to N\$60 million and N\$6 million respectively. The rest were funded by internal revenue (N\$54 million) and government and related grants (N\$21 million). The N\$60 million was spent on second bulk power supply point to be constructed by NamPower. This was followed by spending N\$20 million on water reticulation and N\$11 million on vehicle replacement. These projects are all aimed at improving service delivery.

Table 19: Statement of Financial position as at 30 June 2023

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2023

	2023 N\$	2022 N\$
Assets		
Current Assets	1,138,048,801	929,850,143
Cash and cash equivalents	268,841,181	261,515,390
Receivables	614,735,105	532,022,884
Current loan receivables	13,606,533	13,189,053
Inventories	240,865,982	123,122,816
Non current assets	17,422,260,169	17,946,182,570
Investment Properties	4,904,213,058	5,025,852,353
Property, Plant and Equipment	12,421,550,211	12,820,807,945
Intangible assets	1,926,646	1,926,646
Other financial assets	16,787,680	14,974,622
Long term receivables	77,782,574	82,621,004
Total Assets	18,560,308,970	18,876,032,713
Liabilities		
Current Liabilities	1,874,523,956	2,013,110,366
Bank Overdraft	113,108,946	187,350,163
Trade and other payables	956,926,685	1,031,714,859
Employee benefits	60,114,000	61,257,000
Current Finance lease obligation	17,897,343	11,543,847
Current long term loans	726,476,982	721,244,497
Non-current liabilities	45,870,449	28,357,776
Finance lease obligation	883,743,000	905,648,000
Employee benefits	146,907,074	98,961,884
Long term loan Provisions	94,097,310	94,097,310
Total liabilities	3,045,141,789	3,140,175,336
NET ASSETS	15,515,167,181	15,735,857,377
Housing fund	296,079,648	296,142,995
Better Fund	12,504,010	12,372,706
Accumulated surplus	15,206,583,523	15,427,341,676

Table 20: statement of financial performance for the year ending 30 June 2023

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDING 30 JUNE 2023

	2023 N\$	2022 N\$
REVENUE	4,649,577,999	4,358,667,695
Property tax	726,325,414	675,713,954
Government grants and related	25,324,140	21,298,644
Other revenue from non-exchange transactions	58,833,678	62,846,679
Service charges	3,619,329,015	3,319,010,709
Revenue from sale of properties	31,591,715	80,376,197
Rent of facilities and equipment	35,537,404	32,130,068
Interest on investments	14,445,387	10,530,625
Interest on arrears	86,279,088	73,591,589
Other revenue from exchange transactions	51,912,158	83,169,230
Expenses	4,982,462,948	5,066,113,580
Bulk purchases	2,122,656,081	2,028,798,483
Employee costs	1,476,860,800	1,535,471,998
Remuneration of councillors	8,622,532	8,581,996
Depreciation and amortisation	552,601,979	552,601,979
Repairs and maintenance	261,599,807	211,624,236
Debt impairment	63,742,908	307,875,769
Finance costs	133,401,606	111,811,721
Other expenses	362,977,235	309,347,398
Surplus (deficit) for the year	(332,884,949)	(707,445,885)

9. CONCLUSION

The purpose of the Annual Performance Report is to highlight the status in implementing the mandate of the Municipal Council of Windhoek as per the Local Authority Act, act 23 of 1992 (as amended) as per section 30 (1) and the implementation progress of the Strategic Plan 2022 - 2027. The report adheres to the governance principle of accounting to the stakeholders by reporting accurately on the progress of implementing the organisational mandate and the strategic plan. The implementation progress of the Corporate Scorecard was reported as per the five themes of the strategic plan. These themes are Governance, Financial Sustainability, Economic Advancement, Social Progression and Infrastructure Development. The highest performing theme was Financial Sustainability with 81% and the lowest was Social Progression with 58%. The main challenges faced among others in implementing the corporate scorecard were lack of funds, inadequate financial resources, overambitious targets, contractual delays on projects, lack of coordination and collaboration between departments, limited human capital to implement projects and lack of an integrated ICT system.

The preliminary financial statements present an improved financial performance from the previous year (2021-2022). The improvement is mainly driven by a decrease in bad debts, increase in revenue was mainly due to tariff increases in property taxes and service charges. There was a decrease in bad debts which emanated from improved collection. Despite registering improved current ratio of N\$0.60 from N\$0.46 per every N\$1.00, liquidity ratio is still under pressure as current liabilities remain higher than current assets. Further interventions are still required to bring the ratio to N\$1 and above. All efforts are geared towards obtaining the desired ratio in the remaining period of the strategic plan.





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