

Mayoral
ANNUAL REPORT
2014

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OUR VISION

- To enhance the quality of life of all our people

OUR MISSION

- To render efficient and effective municipal services

OUR VALUES

- **Winning Team** This shows a performance culture – the need to excel in everything we do.
- **Innovation** To be creative and to put our creativity into practice.
- **Networking** To build relationships and partnerships so as to better serve our customers.
- **Diversity and Equity** Our strength lies in our diversity and we will ensure equal opportunity for all – no racism, sexism, tribalism.
- **Honesty and Integrity** To be honest in all our dealings and to act with integrity where ever we are and with whom ever we interact.
- **Open Communication** To communicate in an open and transparent manner with whom ever we interact - internally and externally.
- **Efficient and Effective** To add value and to ensure affordable services – a dollar worth of service for every dollar paid by our clients - we have to ensure that we are efficient and effective in everything we do.
- **Knowledgeable** We are a learning organisation and place a high priority on the training and development of our people so as to ensure knowledgeable individuals at all levels.



OUR STRATEGIC TRUSTS

1. Provision of Basic Services and Maintain Infrastructure
2. Ensure a Healthy, Clean, Safe and Secure Environment for All
3. Create an Environment for Socio-economic Development

OUR STRATEGIC OBJECTIVES

1. Provision of Basic Services and Maintain Infrastructure
2. Ensure a Healthy, Clean, Safe and Secure Environment for All
3. Create an Environment for Socio-economic Development
4. Optimize Effective Utilization of Resources
5. Use Innovative Processes
6. Monitor and Enhance Service Delivery
7. Ensure a Safe and Secure Environment
8. Ensure a Healthy, Clean, Safe and Secure Environment
9. Support National Socio-economic Development Initiatives
10. Develop and Execute a Proactive HIV/AIDS Programme
11. Provision of Equitable Access to Services
12. Attract and retain the competent People
13. Train and Develop Staff
14. Research and Implement Innovative Technology
15. Conduct Performance Audits and Reviews annually
16. Facilitate Community Liaison
17. Monitor and Review Civic Participation
18. Facilitate Communication Structure
19. Embrace Volunteerism and Civic Recognition
20. Create and Investment Climate
21. Pursue New Business Opportunities
22. Optimize Land Delivery Process
23. Pursue cost Sharing with Central Government
24. Enhance Existing Revenue Sources
25. Promote the City of Windhoek as a Tourism, Investment and Conference Centre
26. Pursue Co-operation Opportunities
27. Promote Best Practices
28. Manage Communication



OVERVIEW

In accordance with the Local Authorities Act, Act 23 of 1992, the Mayor of Windhoek is the political head of Council and its Chairperson. Like other elected municipal leaders in Namibia, the Mayor and Councillors of the City of Windhoek have no executive powers and perform their duties on part time basis. In carrying out this mandate the Mayor is assisted by a five Management Committee members and the Chief Executive Officer. Under current legislation, the role of the Mayor is largely a ceremonial one, however, takes political responsibility for a city. For this reason, the day to day administration of the Office of the Mayor falls under the Office of the Chief Executive Officer. By provision of the Act the Mayor is conferred with supervisory powers over Council in terms of policy direction and execution of all development programs and projects in the City.

POWERS AND FUNCTIONS OF THE MAYOR

The powers and functions of the Mayor are prescribed in the Local Authorities Act (Act 23, 1992). In line with this statutory provision; the Mayor amongst others is the principal head and in consultation with the municipal council should:-

- Initiate and formulate planning and development policies
- Initiate and promote the creation of employment
- Closely monitor the implementation of the policies
- Be accountable to the inhabitants of the local authority
- In consultation with the municipal council, investigate and endeavour to solve any issue pertaining to the local authority
- Be responsible for the promotion and creation of the social well-being of the inhabitants of the local authority

Though at the centre of political governance, the Mayor does not make decisions in a vacuum. Instead, he or she takes collective decision in consultation with Councillors, the Chief Executive Officer, departmental heads, citizens, staff, and other stakeholders in the government and businesses sectors in order to receive input about changes in the operational environment of the City or potential changes to legislation.

In addition, the Mayor should spread goodwill and attend public appearances at business and community functions. The Mayor is the first citizen and represents the City at ceremonial and national functions.

MAYORAL FOREWORD

It feels just like yesterday when we celebrated New Year and now we are preparing for the year end. What a year this was!, exciting, fruitful, productive, fulfilling and challenging though. Whatever way you describe it, I just hope you have managed to reach your goals as per your plans for which I would congratulate you.

It was however once again been a pleasure to serving as the Mayor of the City of Windhoek for 2nd consecutive year. I accepted this task with an abiding faith in the future of this great City. This faith gave me courage to face the uncertainties of the future of local government in general and Windhoek in particular.

The Mayor's Annual Report, is a reflection of the serving Mayor's performance being the political head of council under the period in review. The report describes delivery against key initiatives and statutory indicators during the year in review. It also outlines the administrations' plans for improving Windhoekers' quality of life and ensuring that they get better value for money in the coming years.

The year 2014 has been a tremendous year, where we have delivered on several key pledges, faced our challenges with vigour and firmly set the direction for the years to come.

Council had to grapple with a number of formidable challenges; amongst others; the influx of people into the City leading to the expansion in informal settlements against limited resources; shortage of developable land for housing and commercial development and unemployment. Our efforts to deliver serviced land could not make an impact on the huge backlog that continues to put the Council in negative public eye. These challenges are worsened by lack of adequate resources at the disposal of Council and lack of responsive intergovernmental system to strengthen local authorities.

Yet, the main objective of local government is to provide municipal services that are viable, affordable and sustainable. The scenario at hand is however the ever increasing percentages of households who cannot afford to pay, but who depend on these

Mayor



**Cllr Agnes Mpingana Kafula,
Mayor of the City of Windhoek**

services for a better quality of life. Council remained mindful of limited resources at its disposal, but will continue to forge ahead with programs on poverty reduction, and sustainable development.

The year under review also witnessed a period of political transformation, tolerance and democratic governance when eligible Namibians went to the polls for Presidential and National Assembly elections held on 28 November 2014. It was also a period when Councils leadership was tested in the provision of services through political electioneering, accountability and public incitement.

The year 2014, was certainly not an easy one as our residents remain hard hit with escalating cost of living due to inflation and the demand for the ever dwindling resources.

There is a constant outcry of Windhoek being an expensive City. The condition is factored by many variables which most importantly are the higher demands on housing and basic services needed on a daily basis.

The executive leadership of the City of Windhoek and stakeholders in central government are called upon to introduce new strategies that should help ease the cost of living and facilitate the availability of resources.

For years now, we have come to appreciate that the cost of municipal services is influenced by the City of Windhoek's key service supplier such as NamWater and NamPower. Very often, when the two stake holders increase their prices, their cost should unfortunately cascade to the end users who are our City residents.

Further, there is an increasing demand in municipal service due to the rate of population growth and developments. The City has now new boundaries with the expectation of new townships and business centres which will further require municipal services.

What the City leadership can ably do for now is to request for assistance from central government in order to augment City operations.

The year 2015 will possibly see good developments in the form of a mass expansion of housing projects launched by our central government in November 2013. It is a welcomed initiative that will hopefully yield a cooling effect on the housing sector and help curb and place a lid on the current very high property prices.

In conclusion, let me assure our residents and visitors of the City's continuous efforts in enhancing the quality of life of all.

Let me also take this opportunity to wish all the residents of the City of Windhoek and our visitors a safe and happy festive season.



Cllr. Agnes Mpingana Kafula
MAYOR

GOVERNANCE

The Council

City of Windhoek

Our Vision

To enhance the quality of life of all our people

Council 2014

Our Mission

To render efficient and effective municipal services



Mayor
Cllr AM Kafula
SWAPO



Alderman
B Ekandjo
SWAPO



Deputy Mayor
Cllr M Kazapua
SWAPO



Chairperson of Management Committee
Cllr JM Shikwa
SWAPO



Cllr
FN Kaihungu
(MC) SWAPO



Cllr
J Moonde
SWAPO



Alderwoman
E Trepper
(MC) SWAPO



Cllr
M Ukeva
SWAPO



Cllr
GH Kamatuka
SWAPO



Cllr
JJ Shikongo
SWAPO



Cllr
B Kandundu
NUDO



Cllr
T Gaeseb
RDP



Cllr
EL Musialela
RDP



Cllr
BE Cornelius
RDP



Cllr
MHK Veico
(MC) SWAPO



CEO
NK Taapopi



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Management Structure



HEAD: City Police
AK Katime



SE: Community Services
G Mayumbelo



SE: Electricity
EC Kawesita



SE: Finance
D Geiber



SE: Human Resources
FN Hambuda



SE: Information & Communication Technology
L Van Wyk



SE: Infrastructure, Water & Technical Services
P Du Pisani



SE: Economic Development & Environmental Management
UL Karimbee-Mupaine



SE: Urban Planning and Property Management
L Nartib

In terms of the law of Namibia, a full local authority Council serves for a 5 year term, while its office bearers being the Mayor, the Deputy Mayor and Members of the Management Committee are elected every year. The serving Council took office in December 2010 and is expected to complete its mandate in December 2015. In terms of the law of Namibia, a full local authority Council serves for a 5 year term, while its office bearers being the Mayor, the Deputy Mayor and Members of the Management Committee are elected every year.

On 02 December 2013, Council re-elected its office bearers for the year 2014. Cllr Agnes Mpingana Kafula was re-elected as the Mayor of the City of Windhoek and Chairperson of Council, deputized by Cllr Mueseke Kazapua. Cllr Mose Shiikwa was re-elected as the Chairperson of the Management Committee joined by Alderwoman Elaine Trepper, Cllr Mwadhina Hagapo Veico, Cllr John Shaalukeni Moonde and Cllr Fransina Ndateelela Kahungu.

Council also recorded the resignation of Councillor Benestus Kandudu of the NUDO Party in October 2014. Council will welcome a new NUDO representative at the swearing ceremonies to be held on 1st December 2014.

Management Committee

The Management Committee is responsible for the final compilation of the budget for approval by Council. The Management Committee has delegated powers to control the expenditure of Council and report at meetings of the Council on the exercise of the powers and the performance of the duties and functions delegated.



MC Members: (LR) Cllr. Moses Shiikwa- Chairperson, Cllr. Mwadhina Veico, Alderwoman Elaine Trepper, Cllr. Fransina Kahungu and Cllr. John Moonde

The Chief Executive Officer



Mr. Niilo Taapopi, Chief Executive Officer

As individuals, council members have no direct administrative authority. The Council, however, has complete authority over all affairs in the City. The Chief Executive Officer heads the administrative part of the municipality including the administration part of the Office of the Mayor. Mr. Taapopi who served the City of Windhoek for the past ten (10) years term of office expired on Friday the 06 June 2014, and has also reached his retirement age.

However, on the 12 June 2014, the City Council announced the re-appointment of Mr. Taapopi as City of Windhoek CEO for the period of 6 month, while the process of appointing a new CEO is on-going. The contract of employment shall be for a period of up to the finalization of the recruitment process and handing over to the incoming Chief Executive Officer during a minimum of six (6) months period commencing 16 June 2014.

PROVISION OF BASIC SERVICES AND MAINTENANCE OF INFRASTRUCTURE

New Open Air Gym Open in Tugela Family Park

The City of Windhoek is very cognizant that, not everyone can afford to join a gym and there are those people who actually prefer the experience of exercising outdoors or include a visit to an outdoor gym as a stop-over on a walking, jogging or cycling route.

The Tugela Family Park at the corner of Claudius Kandovazu Street and Tugela Street in Wanaheda now offers an outdoor gym - the first of its kind in Windhoek and Namibia.



New Green Outdoor Gym at Tugela Family Park, in Wanaheda

The outdoor gym provides basic gym equipments which allow for anyone to exercise using only their own body weight as resistance.

This gym has rowing machines, stationary cycles and a number of other units that allow for pull-ups, push-ups, sit-ups and other exercises that improve and strengthen core body strength, muscle co-ordination, balance and cardio-vascular activities.

Under 13 Mayoral Cup 2014

The City of Windhoek's Under 13 Mayoral Cup has become an annual sport event and is now in its fourth consecutive year. This popular project has attracted the attention of many schools within the City.

The main objective is to develop sports programs that are aimed at improving the lives of our residents at all community levels, particularly the youth, by getting them out of the streets onto the sporting fields and subsequently divert their attention from none productive activities.

This year we have had 17 primary schools in total with most of them participating in the three sport codes, soccer, volley ball and Netball. The Namibia Schools Sport Union (NSSU) assisted the City of Windhoek in the selection of the City of Windhoek under 13 Mayoral Cup teams for Netball and soccer.

New UJAMS Industrial Waste Water Treatment Plant



New Ujams Plant

Already in 1968, Windhoek has been practicing direct potable reuse of water; when the old Goreangab Water Reclamation Plant, was commissioned into operation. At that time already, this was an achievement of world standard and Windhoek was hailed as a pioneer in innovative and unconventional reuse of water resources.

The Reclamation of Water in Windhoek, over the years went through series of upgrades and technological enhancements, that today, it is one of the world class water reuse installations. Today the Goreangab Water Reclamation Plant and other water Management technologies that are employed by

the City, have put Namibia and Windhoek on the World map.

Our effort in developing the blue resource indeed places Windhoek as a world benchmark and a pioneer in the water-reuse technologies.

As recorded in last year's mayoral report the City invited private sector investment to build a new Industrial waste water treatment plant at UJAMS.

The new plant with the capacity of 5.2 ml per day cost the City over N\$120 million, and was commissioned into operation in 16 October 2014.

Construction of Roads

The 07th June 2014 marked another exciting milestone in the history of the City of Windhoek when it inaugurated the newly tarred roads and conducted a ground breaking ceremony to expand the roads network.

The twofold event that was officiated by Hon. Maj. Gen (rtd) Charles Namoloh, started with the official opening of the long awaited roads of Omuvapu, Julius Nyerere and Ongava streets, which have recently been upgraded from being gravel roads to a bitumen status. The tarring of the three roads was completed at a total investment of N\$22 million.

The tender was awarded to Messrs. Namibbeton (Pty) Ltd, in March 2011. The scope of work covered under this project, mainly comprised the upgrading of approximately 3.7km of existing gravel roads to bitumen standard roads, 7.6m wide, in the Northern Suburbs of Windhoek. Upgraded roads in the same area are as follows:

- Ongava Street (1.3km);
- Julius Nyerere Street (1.5km); and
- Omuvapu Street (0.9km)

In addition, the works included the installation of approximately a 1.1km storm-water reticulation network; bus and taxi stops at frequent intervals, and appurtenant works. The residents also witnessed the ground-breaking for the tarring of Havana's Monte Christo extension, Walvis Bay and Bethanie streets, together with Lucia and Tolla streets of the

Goreangab Suburb. The contracts for the work to turn these streets into tarmac have already been issued and the work is expected to start shortly. The City invested a total of N\$47 million for the tarring of these streets.

The scope of work covered in PHASE 2 comprises of the upgrading of approximately 7.3km of existing gravel roads, 7.6m wide, in the Northern Suburbs of Windhoek to bitumen standards. The envisaged roads to be upgraded are listed below:

- Omuvapu Street (2.5km);
- Tauno Hatuikilipi Street (0.8km);
- Walvis Bay / Omutula Streets (1.8km);
- The extension of Monte Christo Street (0.6km);
- Tolla Street (0.7km);
- Bethanie Street (0.2km);
- Outapi Street (0.4km); and
- Lucia Street (0.3km)

The Work also includes the provision of a four-legged roundabout at the Monte Christo / Bethanie / Matshitshi Road Intersections; 7 x Bus – and 15 x Taxi Stops; associated stormwater infrastructure works and other appurtenant works.

It is also important to report that part of the road works on this project have been carried out by Small and Medium Enterprises (SMEs) and upcoming sub-contractors. The inclusion of the SMEs in our capital projects is in line with our fundamental commitment to absorb the previously disadvantaged majority of our communities and the upcoming entrepreneurs into the main stream of the economy.

The City of Windhoek has reiterated on several occasions, its uncompromising commitments towards improving and maintaining high infrastructure and service delivery levels.

While we vow not to backtrack on our continued efforts to enhance the quality of life of all our people, which is quite evident as we strive towards investing in infrastructural development, resulting subsequently, in the creation of job opportunities. The event was officiated by Hon Maj. Gen. (Rtd) Charles Namoloh, Minister for Regional and Local Government, Housing and Rural Development.

Provision of Water

One of the United Nations Millennium Development Goals (MDGs) is to reduce by half the number of people without access to safe drinking water by 2015. Windhoek's water supply is largely dependent on a very erratic rainfall pattern, which makes water security a major challenge for the City of Windhoek. In line with the MDGs the City continued its effort on the supply of water to all residents including those living in the informal areas.



Gammans Water Works Plant

The City continued to upgrade its water infrastructures at the Gammans Water Works, Goreangab Reclamation Plant, bore holes and the underground aquifer.

Provision of water continued in the informal settlement as communal stand pipes were provided to communities. Individual water connections were also provided to formalized households.

Provision of sanitation in the informal areas

During the period under review the City consulted various key stakeholders and development partners for a long term solution to sanitation problems in the informal settlements. Both aspects of technical and social feasibility of sanitation methods are being assessed and information obtained will be used as basis to recommend the best alternative sanitation approach.

In the interim, the City assumed the responsibility

of the management and maintenance of these alternative sanitation facilities in the informal areas.

Electricity Supply

Namibia in general and Windhoek in particular, have been negatively affected by the energy shortage prevailing in the region that has pushed up the prices of electricity. On the other hand, faced with shortage of resources, and rapid urbanization, Council grappled with the high demand for electricity to residents living in informal areas. There are no signs that the persistent shortage of energy experienced during the period under review will subside sooner, and it is expected that the costs of electricity will continue to have an impact on municipal service delivery in the following year.

The highest recorded simultaneous Maximum Demand in the calendar year 2014 was 165.4 MVA recorded on 11 June 2014 at 19h30. In addition, the total energy consumption for the financial year July 2013 to June 2014 was 901,980,963.5kWh.

The total payment for bulk electricity purchases to NamPower Limited, for the 2013/14 financial year, crossed the N\$1bn mark per annum for the first time peaking at N\$1,1 billion.

The City of Windhoek's only source of supply at NamPower's Van Eck transmission substation has reached its physical and operational limits. The installed capacity to the City of Windhoek is restricted to 160MVA. Therefore, the City of Windhoek has engaged NamPower with plans to build a second in-feed transmission substation with 220/132/66kV at 50MVA capacity in the western part of the city. The engineering studies have been concluded and Council is currently securing the project financing.

The total installed capacity now stands at 436MVA having seen an increase of 55MVA from 381MVA during the year 2014 resulting in a 14.5% additional installed transformer capacity signifying the single largest increase in electrical infrastructure capital development in recent years that guarantees capacity availability for electricity demand and.

This significant growth will ensure that the City of



Electricity Provision

Windhoek is able to meet the existing and current load demands in the city, to mention but a few;

The electrification of Otjomuise extension 10 that is being implemented under the TIPEEG financed projects and where mass housing development is well under way. This is progressing satisfactorily and nearing completion.

Planning for the electrification of the extensions of Havana and Okuryangava has been completed and the procurement of construction of electrical services is well underway.

And the continuation of electrification and subsequent provision of service connections in the northern and western suburbs progressed satisfactorily during the calendar year.

Land Delivery

Notwithstanding the fact that Namibia has vast amount of land space per capita with only 2.1 million inhabitants as per the 2011 national census data, the majority are landless both in rural and urban areas.

As a result of acute lack of serviced land the option often available in most urban cases; is to find an open piece of land and settle illegally by erecting an informal structure. The City has not able to cope with the demand of land for housing development particularly in the low income categories.

Coupled with this is competing demands in the provision of basic services, the City's budget on land delivery and township development remained limited.



Servicing of Land At Otjomuise Extension

The obvious solution to property and price escalations is to increase the supply of serviced erven, thereby increasing the availability of residential dwellings. However, currently due to limited funds newly serviced land is scarce, as well as because of the rapid growth of Windhoek’s population and the fact that most land around the city is owned by private commercial farmers.

The local authority Act 23 of 1993, provides that it is within the powers of Council to alienate land by Tender, Auction and Private Treaty.

As reported in our last report, the City in February 2013 suspended sale of land by auction following Government directive. However, before Government directive, Council entered into an agreement with a private investor on the servicing of land in Academia Ext.1 that makes provision that the plots be sold by auction.

The City came under severe pressure and public scrutiny following the auctioning of plots serviced through a public private partnership (PPP) arrangement in Academia Ext1, where plots were auctioned at rather exorbitant prices. Although PPP projects are seen as an efficient way on land delivery it became clear that the backlog is very huge for Windhoek to feel the positive impact of this arrangement.

However the City Council remains optimistic and in full support of the government’s mass housing project initiative which, upon completion of the construction of the houses by NHE in Otjomuise Extension 10, will provide the much needed breather to residents.

ENSURE A HEALTHY, CLEAN, SAFE AND SECURE ENVIRONMENT FOR ALL

HIV/Aids Programme

To intensify the fight against HIV/AIDs, the City of Windhoek continued to pursue its HIV/AIDS Strategic Plan during the period in review. The strategic plan is the culmination of partnership between the United Nations Development Programme (UNDP) and the United Nations Programme on HIV/AIDS (UNAIDS) in the project titled “Know Your Epidemic/ Know Your Response” (KYE/KYR).

The evidence-based Strategic Plan augments the strategic direction provided by Vision 2030, NDP4, national policies on HIV/AIDS, and will empower the City of Windhoek to assume a leading role towards the realization of the global vision of getting to zero.

As part of these efforts, the City of Windhoek officially welcomed Mr. Immanuel “Imms” Sheefeni, an HIV/AIDS Activist who completed his 800 KM walk over



Mayor Agnes M. Kafula and Cllr. John Moonde (I) handing over a cheque to Mr. Immanuel Sheefeni

8 days from Ongwediva to Windhoek. Receiving a cheque of N\$7600-00 from the Mayor, Sheefeni explained that the money came in handy, as it will assist him in realizing his dream of registering his Foundation to be called "Immanuel Sheefeni HIV Positive Living Foundation".

The City applaud Sheefeni for his dedication and commitment in raising awareness about HIV/AIDS, while calling on all members of the public, particularly Windhoek residents, to emulate his braveness in coming out publicly about his status, while at the same time urging the public to stop discrimination and stigmatization towards people living with HIV/AIDS.

Commissioning of New Waste Collection Trucks

The City is aware that a functional waste management system requires adequate resources in the form of fleet and other equipment. The fleet forms an integral part of ensuring that waste is regularly collected from households and transported to a safe disposal facility.

The unavailability of fleet causes a serious problem which will affect the removal of waste. This in turn, will cause unpleasant and unhealthy conditions as waste heaps up, and will eventually result in pollution and environmental degradation.



Mayor Kafula receiving the Key for the Newly acquired waste Management Truck from Mr. Hendrik Venter of the M&Z Motors

Because we do not want this to characterize our living environment, the City is continually looking at effective ways to maintain its fleet in a healthy condition.

Despite the difficult economic climate that we face, the City during the period under review acquired a new fleet of 10 for household waste removal trucks, which Council bought at a total amount of N\$20million.

By commissioning of this new fleet of vehicles, the City will be in a better position to directly impact the cleanliness of Windhoek, thereby enhancing the quality of the environment we live in.

Crime Prevention and Law Enforcement



Members of the Windhoek City Police

The Windhoek City Police has adopted Community Oriented Policing and Problem Solving as its core policing concept as outlined in its mission: "In partnership with the community, render a reliable and efficient policing service through professional conduct, the application of modern technology and sound management operational practices".

The day-to-day operational and administration activities are guided by the Municipal Police Service Regulations and the Memorandum of Understanding signed between the Namibian Police and the City

of Windhoek in 2004. The Service has full policing power except the power to investigate.

One of the main priorities during the year was to make Windhoek a crime free city and safe haven. The City Police continued to deliver on this priority and made the City safer for residents, visitors and their properties. With the installation of Close Circuit Television (CCTV), zonal and community policing approach, crime in Windhoek has experience a significant reduction.

Creation of Municipal Courts

The law enforcement agencies and the judiciary are facing a huge problem with regard to the backlog of both criminal, traffic and municipal by-law related cases. In the broader pursuit of eliminating delays in prosecution and sentencing, there is a need to exploit the available opportunities that can enhance the ability to dispense justice swiftly and cost-effectively.

A lack of space at Government Court rooms, as well as the shortage of Magistrates, Prosecutors, and lack of proper investigations are some of the factors that contribute to the backlog currently experienced in the effective prosecution of cases.

The establishment of a Special Court to deal with road traffic and municipal by-law offences, as well as possibly criminal cases (robbery, housebreaking, theft out of motor vehicles, etc.) that mostly affect our residents and visitors, is just such an opportunity for all.

The Court dedicated to road traffic and municipal by-law offences is regarded as an important milestone in the development of the Country's Court Models that will speed up and streamline the Criminal Justice System.

The specialist approach acknowledges that a 'one Court fits all' paradigm is not conducive to the efficient and effective prosecution of the broad array of crimes and offences that come before our

Courts. It was in this context that in September 2014, Council resolved to establish courts dedicated to municipal offences.

Mayoral Clean up Campaigns 2014

The cleanliness of Windhoek is one of the aspects tourists and visitors enjoy when visiting our city. When asked to comment on their first impression about Windhoek, the answer is mostly that "It is really a clean city!"



Mayoral Clean up Campaigns 2014

The City continues to educate the public on the importance of keeping the City clean and to avoid illegal dumping at all cost.

During the period under review, the Mayor led quarterly clean up campaigns focusing on solid waste in the north western suburb of the City. The clean-up campaigns enjoyed participation of large number of residents and political leaders. We believe through this efforts Windhoek continue to uphold its status as one of the cleanest City in the world.

The campaign is one of the many tools that the City uses to engage and educate our residents at

the community level with the focus on changing behavior and culture of residents, while taking full responsibility of the waste generated.

CREATE AN ENVIRONMENT FOR SOCIO-ECONOMIC DEVELOPMENT

Business, Investment and Trade

Over the past years Windhoek despite a challenging land delivery system have pulled off a major shopping mall development.

The Grove Mall of Namibia: is a new 55 000 square meters regional mall, which forms part of the mixed-use hilltop estate in one of Windhoek's fastest-growing suburbs. Developed by Atterbury Property Holdings (Pty) Ltd, Attacq Ltd, The Frontier Property Trust and Demushuwa Property Developer (Pty) Ltd at a cost of some N\$1 billion the mall is expected to bring a new dimension to the retail industry in Windhoek.

After allocation of land by the City Council the investors immediately started with the works and the first phase, which is the shopping Center



Groove Mall

opened for public in October 2014.

The focus of the mall is retail and entertainment. A movie house as well as a number of contemporary restaurants with outside seating under Windhoek's blue sky, a hotel and many amenities, is the largest, not only in Namibia but the region. We are happy that this development has given a new dimension to the development of our City, creating the much needed employment and skills development

Growing the SME Sector

Since 1995, the City invested more than N\$30 million in the development of trading infrastructure. The aim of this program is to create a conducive environment that provides the necessary economic and physical infrastructures and support services to the SME sector whereby enhancing their potential growth and traders to operate under acceptable hygienic conditions.

The Council therefore initiated the open markets development programme in the different suburbs within the City. The open markets provide a suitable and safe trading area that can be utilized and enjoyed by the traders and the community.

The creation of open markets and temporary sites has proven to be a viable project and the residents of our City have accepted the importance of markets in stimulating the economy. The City in partnership with the Ministry of Trade and Industry endeavored to provide permanent and semi-permanent trading infrastructure in the Northern Industrial Area during the period under review.

Provision for a total of sixteen (16) open markets has been made not only for trading space, but also to regulate trading activities and maintain acceptable hygiene and safety standards.

Maxuilili Community Library

In our last year's edition, we reported on the construction of the new community library in the informal settlement of Okuryangava/Okahandja Park. The construction of this library named Nathanael Maxuilili Community Library, is nearing completion and will officially be handed over to the community in early 2015.

This is a new community library which concept is a replica of the popular Greenwell Matongo Library in Goreangab suburb. The library is aimed at bringing literature and information services to the underserved communities. It accommodates approximately 8000 visitors per month. The facility which is located in the center of a densely populated informal settlement will serve scholars from nearby schools and tertiary students.



Nathanael Maxuilili Community Library

The library provides for the kiddies section aimed at developing the sense of reading culture in line with the City's concept of catch them young. The library also hosts Computer Laboratory, a prime facility which will link the library users up with the wide world web and the latest internet technology. To realize this community project, the City invested an amount of N\$4.8million, complimented by an additional N\$362,000.00 from the sister City of Vantaa, Finland.

City Museum

The City of Windhoek embarked upon the renovation of a house in Robert Mugabe Avenue for transformation into a City Museum, which incidentally connects to the old Owela Museum and the new National Independence Museum.

The City Museum had its initial theme based on the Old Location historical events. However, the theme was changed to reflect the historical development of Windhoek and all other socio-economic developments over the period of time. The facility will accommodate permanent as well as temporary exhibitions and it will function as a proper museum

open to scholars, tourists and the general public. An outdoor court yard with a kitchenette was added to compliment museum related functions, such as the launching of events. The renovation was done to the tune of N\$3.3 m and renovation will be completed before the end of 2014.



New City Museum

Business Registration Campaign

The City of Windhoek is a home to about 16840 businesses. A job well done to those who came up with different initiatives and innovations that leads to the establishment of those businesses.

It was however disturbing to note that out of the 16840 businesses registered in Windhoek, our records indicate that only 5836 (34.6%) are valid, meaning, operating with valid Certificates of Fitness.

During the period under review, the City of Windhoek embarked on an extensive information and educational campaign which is aimed at sensitizing the public about the importance of ensuring that businesses operating in Windhoek are operating in accordance with the laws and regulations set.

In terms of applicable legislations, registered businesses are issued with a Certificate of fitness/ registration in terms of regulation 2(1) and 6 of the regulations relating to the registration of businesses

in conjunction with the provisions of the General Health Regulations.

It is a civic responsibility of all the business owners to note that, it is not enough to only register your business with the Ministry of Trade and Industry, but if you are conducting your business in Windhoek you are required by law to register your business activity with the City and to renew your registration annually.

If there are businesses that have ceased operations, business owners are required to inform the city in writing.

Bokamoso Entrepreneurial Centre

The Ministry of Trade and Industry being one of the partners in uplifting SME development continues to show its support towards the development of the SME sector in Namibia. Recently two incubatees,

the critical business and operational challenges that every entrepreneur faces. The Entrepreneurial Centre manages an incubation development programme that allows for the tracking of performance and progress of incubatees that operate at the centre. The programme is further complimented with the managing of trading infrastructure at subsidized rates, the provision of business counselling, facilitation of business linkages and administrative support services.

The Bokamoso Entrepreneurial Centre, previously known as Katutura Incubation Centre not only puts a strong focus on providing the relevant support and business development services to those entrepreneurs who have set themselves specific development goals, but the centre also places emphasis on partnerships with both the public and private sector to ensure that incubatees have access to comprehensive business support.



Nurturing SMEs at the Bakamoso SMEs Entrepreneurial Centre

Ms. Bertha Haitembu of Ndawapeka Jersey Supply received sponsorship worth N\$ 188,000.00, which includes one embroidery machine, one over locker and five knitting machines. She also received training on digital imaging for the embroidery machine. Ndawapeka Jersey Supply specializes in the knitting of high quality school jerseys, fashionable knit wear, scarves and hats.

Mr. Ricky Khaxab is the sole owner of The Peace Jewellery Collection. He focuses on the manufacturing of handmade jewelry from natural material like leather and precious stone.

who have successfully participated in training programmes facilitated by the Bokamoso Centre, have received sponsorships from the Ministry of Trade and Industry facilitated through its Equipment Aid Scheme.

He received a laser, engraver and cutting machine valued at N\$115,000.00. Ricky also received training on digital imaging for engraving, cutting and lazer printing on the machine.

The main objective of the Bokamoso Entrepreneurial Centre is to assist incubatees to successfully navigate

The Peace Jewellery Collection focuses on spreading the message of peace and individuality,

by specializing in hand made jewelry, crafted from semi-precious stones, leather and beautifully crafted necklaces with swirls of silver wire.

Women Entrepreneurs Graduate from the Femtech Entrepreneurship Programme

FEMTECH is an experiential learning programme, with a focus on capacitating women entrepreneurs. Following the successful implementation of the programme in South Africa and Tanzania by FEMTECH South Africa, Namibia and Mozambique were the next countries of choice due to their incubation and entrepreneurial landscape.

With the financial support provided by the Trust of the Bokamoso Entrepreneurial Centre and Southern



Bokamoso Entrepreneurial Awards

African Innovation Support Programme (SAIS), a development partnership between the Government of Finland and the Governments of Botswana, Namibia, Mozambique and Zambia, the FEMTECH programme was initiated.

The first women entrepreneurs graduated from the Femtech experiential learning programme on 12 March 2014. They have successfully completed an intensive six- month programme which afforded them time during the training to reflect on their business in a structured way. Training took place in various formats with facilitated group discussions and peer learning. This journey took the women from understanding the real value their business

offers, to positioning their business competitively for sustainable growth.

Promotion of Urban Food Security

As local authority leaders we to recognize the hardship faced by our people raging from the provision of basic municipal services to food and nutrition security.

Following participation in the urban food and Nutrition Security study tour in Belo Horizonte, Brazil, the City hosted a workshop for all Namibian Mayors on Food and Nutrition Security.

The successful workshop which culminated in a declaration by Mayors; on the establishment of food banks, minimization of food waste and promotion of urban agriculture was officially opened by Hon Marco Hausiku, the Deputy Prime Minister of the Republic of Namibia and was supported experts from the UN Food and Agricultural Organization, the World Future Council (WFC) and representative of civil society.

On 16 October 2014, Windhoek again joined the global community in commemorating the World Food Day at a ceremony held at Otjomuize.



LtR with courages- Deputy Mayor Muesee Kazapua, Hon Marco Hausiku and Mayor of Windhoek Agnes Kafula, distributing free food as part of the World Food Day Celebrations



L t R- WFC's Ms Lorena Fischer, Deputy Prime Minister Marco Hausiku, Mayor of Windhoek, Cllr. Agnes M. Kafula and WFC Ina Neuberger handing over the Report on the Workshop for Mayors on the Food & Nutrition Security

managing, monitoring and reporting of Council's operations. An organization-wide training intervention was launched in April 2014 which will continue to run until March 2015.

The Balanced Scorecard (BSC) methodology supplements the envisioned performance management system (PMS) and ultimately ensures the achievement of Council's Strategic Objectives as set out in the Integrated Business Plan (IBP).

Further staff development programmes which included specialized and generic training, as well as, private study for qualifying courses, where the Council assists staff members with study loans.

Together with other development partners the City distributed free meals to 7 Centers of destitute communities around Windhoek. It also remains Council's hope that with the support of cooperate partners and Government, the establishment of Food Banks and Urban Agriculture through community gardens, will be realized. As part of the commemoration activities representatives of the WFC handed over the Mayors Food Security Workshop Report held in July. Our belief in the common good should ultimately translate into a deep concern for those that suffer from deprivations of any kind.

DEVELOP HUMAN RESOURCES AND IMPROVE SYSTEMS OF OPERATION

Personnel Training and Skills Development

As a City Council, we remained poised to the principle of a learning organisation and thus place a high priority on the training and development of our employees; so as to ensure knowledgeable individuals at all levels.

The City of Windhoek's strategic training for this year focused predominantly on introducing the Balanced Scorecard (BSC) methodology as the primary management tool employed in the

PROMOTING PUBLIC AND CIVIC PARTICIPATION

Public Meetings

On the social level and participatory governance, Councillors continued to engage residents on a number of developmental projects. We have felt the powers of our residents at bi-annual public meetings held in April and September 2014. Council also engaged other developmental stakeholders seeking ideas and soliciting inputs on any project that took place in the City.

Council remained convinced that community participation in the affairs of the City is key to municipal service delivery. These platforms enable citizens to interact with their elected municipal councillors and influence developmental programs of the City.

Participation in the formulation of the City's Budget continued through existing structures by engaging the constituency development committees, Khomas Regional Council, Namibia Chamber of Commerce and Industries, Unions and the Windhoek Residents & Ratepayers Association amongst others.

With a broader participation of residents, the City in June 2014 approved N\$4.1 billion 2014/2015 Budget which was presented under the theme "*expediting land delivery*".

So, whatever progress we make could be attributed to the active participation of our people. We therefore once again urge Windhoek residents to continue attending public meetings, as this is the platform where we could exchange on developmental issues.

BROADEN THE REVENUE BASE

Revenue Collection

In order to ensure financial stability while taking into account global financial crises and affordability levels, the City continued to review its revenue collection and credit control policy.

As the provider of essential and necessary services, the City is continuously challenged to ensure that all monies due are recovered. Although the debt did not grow exponentially under the period under review the accumulation in arrears remained high.

The collection rate in comparison to the charges that are levied on a monthly basis shows that a significant amount of monies are collected on a monthly basis.

With the introduction of different payment options, retrieval of account statement from the city's website we are convinced that the clients' problems and inconveniences, such as knowing the correct bill, long queues, and difficulty in reading monthly account statements has been eased.

Debt collection is one of the difficult functions where tough decisions about how to bridge the funding gap have to be made.

LOCAL, REGIONAL AND INTERNATIONAL COOPERATION

Local Cooperation

The City continued to offer assistance to sister local authorities, particularly the upcoming ones, through capacity building initiatives and experience sharing. This is also part of the City of Windhoek's

commitment to nation building, decentralized local governance and contribution to the attainment of Namibia's fundamental statement of intent, VISION 2030.

The City of Windhoek maintained cooperation with Walvis Bay, Luderitz, Keetmanshoop, Mariental, Gobabis Karasburg, Otjiwarongo, Tsumeb and Usakos Municipalities; Ondangwa, Ongwediva, Oshakati, Outapi, Eenhana, Rundu, Katima Mulilo, Kurenkuru, Oshikuku, Opuwo, Otavi and Okakarara Town Councils.

The City is convinced the forging of these cooperative relations, will go a long way in creating economic development and necessary capacities in the upcoming sister local authorities, thereby curbing influx to Windhoek.

Regional Cooperation

At continental level, the City maintained sound relations with the Cities of Johannesburg, South Africa, Lusaka, Zambia; Harare and Kandoma, Zimbabwe; Gabrone, Botswana; Lusaka, Zambia, Kinshasa, DRC, and Brazzavile, Congo.

The City also hosted a delegation of the Tanzanian Parliamentary Standing Committee who visited the City Hall as part of their study tour to the Namibian National Assembly Standing Committee on Constitutional and Legal Affairs. The delegation had a special interest on in Windhoek's solid waste and water management techniques.

The networking with continental partners has become a new approach of promoting innovation and competitiveness in municipal service delivery and promotion of the much desired south-south cooperation.

International Cooperation

International competitiveness is a key component in realizing the City of Windhoek vision and mission. Links with the rest of the world are essential to achieving this vision. The City of Windhoek therefore, takes cognizance of the fact that in today's globalization world, nations, cities, towns and villages can hardly afford to exist, operate and provide services in isolation.

Through its international policy the City is committed to promoting co-operation and partnerships with the rest of the world in order to keep abreast with the challenges of globalization.



Window of Shanghai Library Network: Mayor Agnes Kafula receiving a donation of books from the Shanghai Library

The City continued to enjoy fraternal relations with its traditional international cities such as Vantaa, in Finland; Berlin, Bremen and Trossingen in Germany; Shanghai and Chongqing in the People’s Republic of China; Havana, in Cuba; and Abbotsford in Canada.

CELEBRATING CULTURAL DIVERSITY

!Ae Gams Arts and Cultural Festival 2014

The Festival was a story of revival, development, collaboration, sharing, educating and learning from



Celebrating our diverse culture

one another. The Festival programme showcased the best of local and regional acts and encompassed various art disciplines: theatre, music, flash mobs, dance, visual arts, traditional way of life, and cuisine.

During 2014 Festival, we celebrated the city’s unique cultural heritage, brought together our diverse cultures, highlighted issues affecting our everyday life, brought art out of studios and galleries, brought to life norms and traditions long forgotten or about to be forgotten, and reminded residents of our roots. The Festival served as a platform to foster unity amongst the mixed pot of cultures who call the city home, as reflected by the Festival Motto: “Diverse Cultures – One Vision”.

The new look and feel of the Festival has been well received and needless to say, we achieved the objectives set for the /Ae //Gams Arts and Cultural Festival 2014. This year, we set a new foundation with the refreshed /Ae //Gams Arts and Cultural Festival 2014, and we promised an experience not to be missed in 2015.

Windhoek Jazz Festival 2014

The hosting of the Windhoek Jazz Festival continues to significantly contribute to elevating Windhoek’s status as a vibrant City, both culturally and artistically. It is also important to note that due to its increasing magnitude and evolution, there is significant scope for the involvement of more



Jazz Festival 2014

stakeholders as it develops into a truly noteworthy Windhoek event. The Windhoek Jazz Festival is truly owned by the Namibian people and by Windhoek residents, in particular.

MARKETING THE CITY OF WINDHOEK

Over the past few years, the City of Windhoek has been implementing marketing strategies to market Windhoek both locally and internationally. Specifically, the marketing strategies centered on promoting the City of Windhoek as tourism, investment and conferencing centre, pursuing cooperation opportunities; manage communication thereby creating a favourable investment climate. Trade fairs, exposition and exhibitions create platform for the City to market itself and thus give practical implementation and meaning to the highlighted strategic thrust. The City's participation



Exhibiting the Goreangab Water Reclamation Plant at Ongwediva Trade Fair

in both local and international trade fairs has been subject to approved annual budget and human resources capacity.

Youth Development: Junior Council

The City is mindful of the fact that the youth are to be at the Centre of development. It is for this reason that Council established a Junior Council - a youth body aimed at teaching our children civic responsibilities.



Members of the Junior Council donating items to the Children Ward of the Windhoek Central Hospital

The Junior Council program has also become a launch pad to propel young people to greater heights. The Junior Council of 2014 identified projects and received approval from Council to implement them. This year the Junior Council focused on the following social and community projects:

- Cancer
- Community work at Old Age Homes
- Community work and Orphanages and Children
- Homes

Through this project, awareness was raised amongst the Junior Councillors and the youth of Windhoek on the plight of the less fortunate sector of our community.

Customer Care and Public Relations

The City continues to offer customer care services at our two one-stop customer care centres at the Town Hall and Katutura. At these centres the City provides customer care services through information dissemination by representative of all service departments.

The popular domestic newsletter, Aloe and our website, www.cityofwindhoek.org.na continues to be our communication tools for public and client interactions. We are pleased to have continuously joined by the members of the public at our Council meetings and the media at our media and press releases.

Our Council meetings remained open to the public. In fact our Council meetings are public meetings and enables residents to have first-hand information on matters discussed and decided upon by Council which may have bearing on their livelihood. We are convinced that this way of information dissemination would create awareness among members of our communities on municipal service delivery.

CORPORATE SOCIAL RESPONSIBILITY

Mayoral Outreach Projects

It has become a standard practice that all major tenders by the City should include a corporate social responsibility component. The City of Windhoek entered into an agreement with Syntell Networks (Pty) LTD a company that won the City's prepaid electricity distribution Tender. As part of the agreement, Syntell would allocate a portion of the proceedings to social projects to be identified by the Mayor. The following projects benefited from the Syntel Mayoral Outreach Program during the period under review.



Mayoral Out Reach Program- Mayor Agnes M. Kafula and Ms Hilja Arthur-Iyambo handing over goods to beneficiaries

Project description	Type of support rendered	Amount
1. Megameno Kindergarten		
<p>A registered welfare organization working towards the cause of providing a secured environment for the orphaned and vulnerable children, from 0-17 years.</p> <p>Due the number of children, boys and girls shared the available bedrooms. As the children grow, the need to build a separate dormitory became imminent. Security also became a concern and the need to erect a boundary wall for the safety of the children was identified.</p>	Construction of an additional and boundary wall.	N\$189 000.00
2. Pashukeni Kindergarten		
<p>A registered welfare organization, providing shelter and early childhood education for HIV/AIDS, orphaned and homeless/abandoned children aged between 0-6 years. A total number of 39 children are cared for. The sought assistance with the expansion of the centre, by constructing a hall and a kitchen.</p>	Construction of a hall and kitchen	N\$199,728.91
3. Children Life Changes Centre & Kindergarten		
<p>A welfare organization that caters for orphaned and vulnerable children. The organisation is registered with the Ministry of Gender Equality and Child Welfare as well as the Ministry of Health and Social Services.</p>	School uniforms	N\$29 714.00
4. Okaye Pre-Primary School & Kindergarten		
<p>Okaye Pre-Primary School and Kindergarten is an early childhood centre that provides care for the disadvantaged children. The organisation is registered with the Ministry of Gender Equality and Child Welfare. They cater for 72 children.</p>	Office equipment: HP Printer, cartridges, HP monitor and Stationeries	N\$15 239.11
TOTAL		N\$433,682.02

The mayoral outreach program also received a complimentary support from Ms. Hilya Arthur-Iyambo, an energetic young Namibian woman residing in Nova Scotia, Halifax, Canada, who collected and donated a container full of goods. On her visit back home, Ms. Arthur-Iyambo approached Office of the Mayor, to assist in identifying needy groups that can benefit from the collected goods.

The material and goods donated include: children toys, computers equipment, clothes including shoes, clutches for people living with disabilities, tents and books. These good were handed over to a family of 11 physically challenged persons, in Okuryangava, an OVC Project in Dolam, Otjomuise Project School and Onyose Trust.

Mayoral and Corporate Donations

During the period under review the mayoral donation fund extended financial support to charity as listed in the table below. This year mayoral donation amounted to N\$90,000



New constructed hall for Pashukeni Kindergaten

The City also provided water and electricity to a house of 10 disabled people in Okuryangava and plans are under way to considering them for other basic services and housing, when resources allows.

Beneficially	Event
Theo Katjimune Primary School	Contribution towards the purchase of tiles for the school Staff Office
Bullet Music Group	Towards national representation at the 2014 World Cup
Nguvauva Family	In support of vulnerable children under the care of a single mother
Mr. Immanuel Sheefeni	HIV/AIDS Awareness Campaign
12 May Movement	Youth of Namibia & Africa Development Initiative
Warriors Promotions cc	Boxing Development in Namibia
Olufuko Festival 2014	Contribution towards Fundraising for the hosting Olufuko Festival 2014
Walvis Bay Municipality	Walvis Bay Mayoral Relief Fund
Sam Nujoma Foundation	Fundraising Gala Dinner to support Namibian National Association of the Deaf
Ericah Shafudah Financial Management Trust Fund	Launch & Fundraising of Ericah Shafudah
Andimba Toivo ya Toivo	Andimba Toivo Ya Toivo's 90th Birthday
Paulina Hangara: Mama Kayi House of Orphans	Burial Costs following the passing on of an Orphan
Ms. Pascella Vekoota	Contribution toward purchase of Ms. Vekoota electrical wheelchair

DEVELOPMENT CHALLENGES

The achievements detailed in this report, were not made without setbacks and rather insurmountable challenges which remain to be addressed. The City of Windhoek approved a total budget of N\$4 billion for the 2014/2015 Financial Year and did not manage to produce a balanced budget. Tough choices had to be made between social and economic expenditure. Producing a prudent budget at a time when the revenue sources are limited to rates, taxes and tariff increment was a clearly challenging task the City had to deal with.

It became evident that the lack of adequate resources to cater for social welfare cases on municipal service delivery, especially to pensioners, the poor and destitute residents, is central to the City's budgeting process. The influx of people from rural areas and other smaller towns to the City continues to stretch the limited resources Council has at its disposal in terms of sustainable service delivery. The majority of people that flock to the City of Windhoek forms part of the unemployed and ultra-low income category who cannot afford houses in formal residential areas and also let alone municipal services rendered.



Rapid Urbanization

This rapid growth of informal settlements has become a major challenge to the City of Windhoek in terms of poor housing, overcrowding, unsafe drinking water, inadequate sanitation, poor waste management practices, and indoor air pollution. The increase in City population further triggered a sharp demand for land delivery needed for housing and commercial development. In desperation for land the City during the period under witnessed increased land grabbing and illegal erection of informal structure by residents in need of housing.

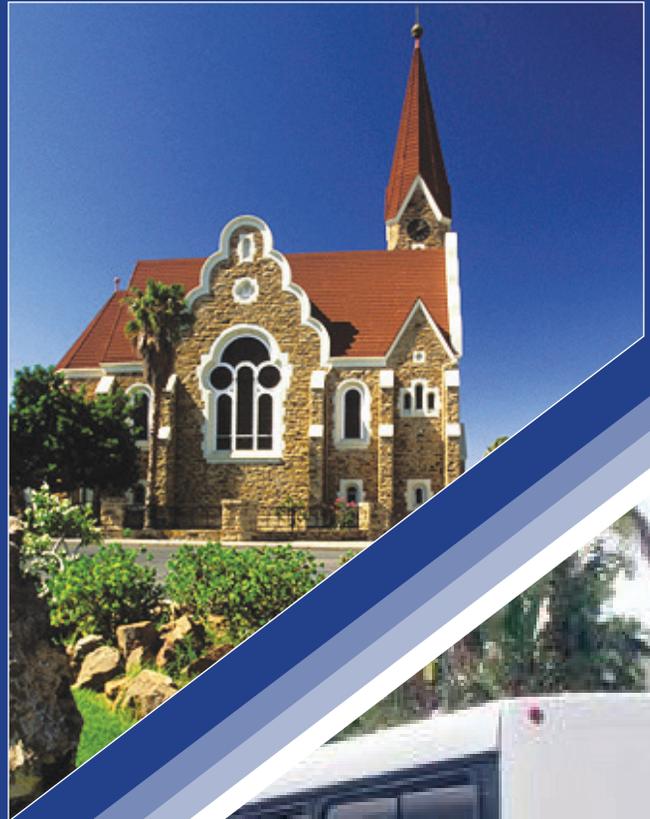
Although, the City remained mindful of the acute shortage of housing, it has no adequate resources to service enough developable land to address the backlog. Yet, in order to ensure that development is taking place orderly and within urban planning schemes, the City is obliged to proactively prevent the unauthorized urban land occupation by removing incomplete and unoccupied structures. This effort however, was received with stern public and media criticism.

On the other hand, illegal occupation of urban land makes planning and service delivery very difficult and further compounds the challenges to orderly development and the delivery of municipal services. Equally, servicing of the land cannot take place at the pace it should, if the land earmarked for servicing is illegally occupied.

CONCLUSION

Although this report may not account for every detail of our activities during the year under review, we hope it will provide some insight into the Council's efforts to put the City on a sustainable path as we strive to improve services. Yet the efforts briefly described in this report are also a vivid testament to the potential improvement of the lives of thousands of Windhoek residents and visitors, through a deeper and more holistic understanding of our City.





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