

NOTE

***** Pages 742 - 1072 attached hereto should be read with Items 9.3.3 to 9.3.14 respectively of the agenda of the monthly meeting of the Municipal Council of Windhoek, to be held on Thursday, 27 October 2022 at 17:30, in the new Council Chambers, Windhoek.**

Compiled by: Ms MF Gous

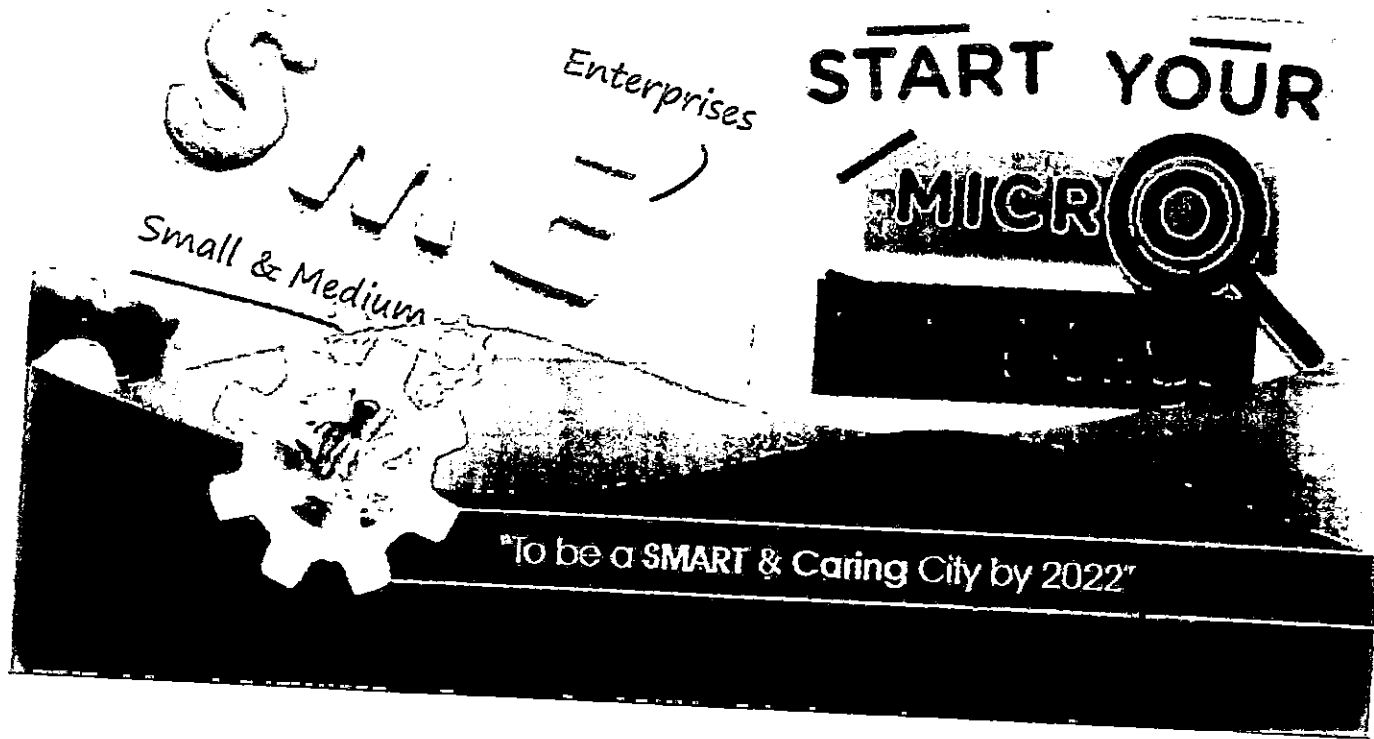
7.2

[Signature]
04/16/2022



The Gateway to Endless Opportunities

MICRO, SMALL AND MEDIUM ENTERPRISES DEVELOPMENT STRATEGY 2022-2027



DOCUMENT CONTROL

ORGANISATION	PREPARED BY	APPROVED BY	DATE APPROVED
City of Windhoek	Economic Development division		

TABLE OF CONTENTS

ABBREVIATIONS	3
1. INTRODUCTION	5
2. GUIDING DOCUMENTS OF THE STRATEGY	6
VISION STATEMENT: MSME DEVELOPMENT STRATEGY OF THE CITY OF WINDHOEK	6
3. STRATEGY STATEMENT	6
4. SCOPE	6
5. IMPORTANCE OF THE STRATEGY	7
6. CHALLENGES FACING MSMEs IN WINDHOEK	7
7. VALUES	9
8. PRINCIPLES	9
9. STRATEGIC FRAMEWORK	10
9.1. STRATEGIC GOALS	10
9.2. STRATEGIC OBJECTIVES	10
9.3. DESIRED OUTCOMES	10
10. STRATEGIC FRAMEWORK AND DELIVERABLES	10
STRATEGIC GOAL 1: DEVELOPED SYSTEM OF INSTITUTIONAL SUPPORT	11
STRATEGIC GOAL 2: STRENGTHENED MSME SECTOR AND THEIR CAPACITIES DEVELOPED	12
STRATEGIC GOAL 3: ENCOURAGED MANUFACTURING WITH DIVERSIFIED ACTIVITIES	13
STRATEGIC GOAL 4: ESTABLISHED LOCAL MARKETS	14
11. ANNUAL ACTION PLAN FRAMEWORK 2022-2027	16
11. ROLES AND RESPONSIBILITIES	22
12. REVIEW, MONITORING AND EVALUATION	23
13. COMMUNICATION OF STRATEGY	24
14. DUE DILIGENCE	24
ANNEXURE: ANNUAL PROGRAMME REVIEW (APR) TEMPLATE	26
ANNEXURE: IMPLEMENTATION PLAN TEMPLATE	26

WINDHOEK AT A GLANCE

Windhoek is Namibia's capital, centrally located in the Khomas Region which is one of Namibia's fourteen administrative regions. With a total population of 415 780 inhabitants, it has three prominent mountain ranges namely the Eros mountains to the east, the highest mountain south of Windhoek - the Auas Mountain - display rich fauna and flora, and the Khomas Hochland mountain range which is the ideal location from which to study the stars of the southern hemisphere. Strategically located in the centre of the country, Windhoek boasts superior transportation infrastructure and well-developed, commercial, financial and trade sectors.

The Municipal Council of Windhoek (MCoW) through the department of Economic Development and Community Services (EDCS) initiated the open markets development programme in different suburbs within the city to provide a suitable and safe trading area that can be utilised and enjoyed by small businesses and the community. The programme of infrastructure development provides for the necessary economic and physical infrastructure as well as support services to the small businesses and the communities of the city to enhance their potential for socio-cultural and economic development.

Subsequently, the MCoW made provision for a total of 19 open markets. Due to the increase in demand for premises to trade from, council furthermore allocated nine unimproved trading sites on a temporary basis (*in the absence of finances to improve these sites*) that enables the MCoW to regulate trading activities in and around the city. There are formal trading sites, undeveloped and several additional trading activities conducted from food cart stands and barbeque sites. Due to insufficient data, it is extremely difficult to ascertain the true size of the informal economy. However, there is consensus that the informal economy accommodates many the Namibia's workforce. The MCoW has a mandate through the Economic Development division to impact the small business sector with relevant business support initiatives that contribute towards socio-economic development amongst the communities residing within the boundaries of the city. Success in developing a thriving MSME sector necessitates partnering with various stakeholders to leverage a variety of development programmes. As all value chain actors seek to save on costs and avoid duplication, greater emphases must be placed on the creation of synergies, capitalising on our strengths and maximising on service provision to have a greater impact within the MSME sector.

ABBREVIATIONS

AGOA	African Growth and Opportunity Act
APR	Annual Programme Review
BIPA	Business and Intellectual Property Authority
CoW	City of Windhoek
CSI	Corporate Social Investment
EDCS	Economic Development and Community Services
GDP	Gross Domestic Product
ICT	Information and Communication Technology
IIP	Infant Industry Protection
MCoW	Municipal Council of Windhoek
MITSMED	Ministry of Industrialization, Trade, and SME Development
MSME	Micro, Small and Medium Enterprises
NCRST	National Commission on Research, Science and Technology
NQA	Namibia Qualifications Authority
NQF	National Qualifications Framework
NSI	Namibian Standards Institution
SME	Small and Medium Enterprises
USAID	United States Agency for International Development
US	United States

DEFINITIONS

Blossoming	To develop good, attractive, or successful qualities.
Entrepreneur	A person who sets up a business or businesses, taking on financial risks in the hope of profit.
Entrepreneurial	Characterized by the taking of financial risks in the hope of profit; enterprising.
Evaluation	To assess something.
Goal	Effort or an aim or desired result.
Innovation	The action or process or change in something established, especially by introducing new methods, ideas, or products.
Micro	Small (informal)
Monitoring	Observe and check the progress or quality of (something) over a period; keep under systematic review.
Objective	Aim or intention.
Small	Operating on a modest scale (<i>small businesses</i>).
Standards	A level of quality or attainment.
Synergies	The cooperation of two or more organisations, to produce a combined effect greater than the sum of their separate effects.
Value chain actors	Value chain actors are those who are directly involved in value chain activities. Typically, in our examples, they are supporting actors or service providers.
Vibrant	Full of life, energy, and enthusiasm.

1. INTRODUCTION

The role played by small businesses is increasingly recognised all over the world. The potential of small businesses to create employment caused governments in many countries to pay more attention to the small business sector. Micro, Small and Medium Enterprises (MSMEs) play a role in income-generation and employment-creation activities and subsequently, in November 2016, the Namibian Cabinet (cabinet) adopted the national MSME Policy - developed by the then Ministry of Industrialization, Trade and SME Development. Underpinning the MSME Policy are the national objectives as expressed in Vision 2030 and the National Development Plans, the National Industrial Policy of 2012, and the Growth at Home Strategy.

The national MSME Policy envisages *“Thriving MSMEs that ensure effective utilisation of available resources and that contribute significantly to the economic development of Namibia through sustained job creation and economic growth.”* Hence, the Ministry of Industrialization, Trade and SME Development was mandated to ensure the development and growth of MSMEs in Namibia, while facilitating and enhancing the process of industrialisation in the country. With the firm and continuous support from the City of Windhoek, the development and support towards MSMEs can be fostered. The national policy furthermore encourages the concerted efforts of all national, regional and local stakeholders towards the implementation of the national policy recommendations as pivotal to create an enabling environment for MSMEs).

(MSME Policy, 2016)

The MCoW through the Economic Development Council is responsible for fostering domestic and foreign direct investment opportunities, as well as facilitating the provision of appropriate business development support services. This includes improving the MSME sector's competitiveness by creating a favourable climate, providing facilities and appropriate business support initiatives, and a stimulating an energising environment. Council's contribution towards the MSME Development Strategy) is to maintain and continue to create access to adequate facilities where small business can operate from. Council currently manages 17 informal markets, four light, industrial premises and one entrepreneurial centre through the Economic Development division. Additionally, the organisational structure of the Economic Development division is aligned to enhance the development and competitiveness of the MSME sector.

Through discussions and engagements with stakeholders, the major challenges faced by entrepreneurs included, but were not limited to, the following: Market instability - referring to smaller businesses lacking market power, thus becoming price takers in the traditional sense. Additionally, many MSMEs only manufacture a single product or service which narrows the scope of the product or service base and creates more complexity than a diversified variety. Small business owners lack managerial training and experience and instead rely on trial and error to create their own approach to management. As a result, their leadership style is more intuitive than analytical - tactical rather than strategic. MSMEs remain unclear about their long-term goals and the prospects that will help them achieve those goals.

The MSME Development Strategy will aim to address these challenges via programmes aimed at providing business support and networking, as well as stimulating the growth of established and new businesses. The MSME Development Strategy will contribute to the national agenda by leading the creation of platforms for small business engagement and growth in Windhoek, as well as by encouraging

all key actors in the value chain to provide open, reliable, and adequate business support services that will contribute to the development and promotion of a vibrant MSME market.

2. GUIDING DOCUMENTS OF THE STRATEGY

The national MSME Development Strategy aims to contribute to the realisation of the national vision statement: *“Thriving MSMEs that ensure effective utilisation of available resources and that contribute significantly to the economic development of Namibia, through sustained job creation and economic growth” (MSME Policy, 2016)*

This MSME Development Strategy therefore outlines the strategic development response framework of MCoW. The MSME Development Strategy of the MCoW aligns with existing national policies and legal frameworks. These include, but are not limited to, the following:

- National Policy on Micro, Small and Medium Enterprises in Namibia
- Local Authorities Act
- Namibia’s Industrial Policy of 2012
- The Growth at Home Execution Strategy of 2014
- Harambee Prosperity Plan of 2016
- Youth Entrepreneurship Development Strategy of 2017
- NDP 5 (2017-2022)

VISION STATEMENT: MSME DEVELOPMENT STRATEGY OF THE CITY OF WINDHOEK

The vision of the City of Windhoek regarding MSME Development is:

“A transformed City of Windhoek with a strong and blossoming entrepreneurship ecosystem that creates jobs, prosperity and opportunities for a dynamic and diversified local economy.”

3. STRATEGY STATEMENT

The MCoW impacts the small business sector and is committed to deliver continuous business support initiatives. This strategy will drive the creation of platforms towards engagement and development of the small business sector in Windhoek. The MCoW therefore aims to create an enabling business environment for the MSME sector and to encourage all key actors in the value chain to provide accessible, credible and adequate business support services that will contribute to the development and promotion of a vibrant MSME sector.

4. SCOPE

The MCoW adopts the national definition which defines MSMEs, based on two sets of criteria namely: (i) the number of employees and (ii) annual turnover. The Namibian National MSME Policy categorises micro, small and medium enterprises as follows:

Category	No. of full-time employees	And/or Annual turnover (N\$)
Micro enterprises	1 to 10	And/or 0 to 300,000
Small enterprises	11 to 30	And/or 300,001 to 3,000,000
Medium enterprises	31 to 100	And/or 3,000,001 to 10,000,000

Source: MSME Policy 2016 (The above definition, however, excludes informal non-registered, small business operators)

The MCoW driven MSME Development Strategy offers an institutional framework that outlines the support to be provided from within the MCoW and efforts required to secure support and buy-in from external stakeholders to ensure that the strategy covers all MSME categories operating in Windhoek.

5. IMPORTANCE OF THE STRATEGY

The MCoW, as a local authority, is tasked with the responsibility to facilitate economic growth in the city through establishing partnerships, promotion and the provision of business support and development services. This is to create sustainable employment and a business environment that stimulates business prosperity and investor satisfaction. The MCoW therefore has a mandate through its Economic Development division to impact the small business sector with the relevant business support initiatives in Windhoek.

This strategy takes a developmental approach structured on initiatives that contribute towards socio-economic development amongst the communities residing within the boundaries of the city. The MCoW deems MSME development and support as a powerful empowerment tool for economic transformation as it provides the community with opportunities to exercise their entrepreneurial trades. However, the MSME sector requires strong support and impactful interventions towards skills development, improvement on quality control, efficiency and innovation. Partnering with various stakeholders will leverage the respective development programmes as all value chain actors seek to save cost, avoid duplication, create synergy, capitalize on each other's strength and maximise service provision to the MSME sector.

6. CHALLENGES FACING MSMEs IN WINDHOEK

The small business sector covers a wide variation of different types of enterprises, and they experience challenges and barriers which are not unique but cut across the majority of the MSMEs in the country.

a) Financial constraints

A lack of working capital is the major constraint for start-ups and the lack of investment funds becomes more significant as time passes. Savings of the owner and friends and family are still the major sources of financing while access to financing from formal lenders is subject to stringent requirements that must be met before financing can be accessed. This results in substantial, unsatisfiable demand for finance among young start-ups.

b) Market constraints

Ineffective marketing strategies, stringent quality regulations, increasing competition which impacts customer base and the rising cost of supplies are experienced most acutely by micro-enterprises. MSME's must think globally rather than locally in order to gain access to markets and develop a niche marketing plan that identifies important items and services that are distinctive to be offered to the general public. Deliberate efforts from larger companies in Namibia should focus on guiding MSMEs on distribution channels and marketing information that are linked worldwide and regionally.

c) Business premises and infrastructure

The provision of basic facilities for emerging enterprises needs serious attention. This includes due consideration to be given by property owners to ensure access to adequate and affordable business premises in and around the city. Access to affordable electricity and water to ensure continuation of businesses are also important.

d) Laws and regulations

There are municipal regulations that regulate the operations of micro-enterprises and informal businesses, especially street traders. Their increasing operations on the streets and road reserves are a concern, especially with regard to health, safety, and hygiene which leads to conflict between formal and informal operators.

e) Information

Access to information is an important element of empowerment for the business owner, particularly for emerging entrepreneurs. Access to reliable and relevant information is needed both at the start-up stage and during day-to-day operations to ensure survival in today's competitive business environment. Since SMEs are usually information-intensive, a variety of management interventions will be required to ensure that their informational needs and resources are met and handled effectively.

f) Equipment and technology

The acquisition of efficient and reliable tools and access to technology represents the gap between survivalist and real sustainable expansion. It is critical that the appropriate technology is developed

and provided to support the development of smaller businesses whose owners may not have the required access to equipment and the skills to operate sophisticated technology.

g) Capacity building and mentoring

Training programmes, mentoring material and education sessions that cater to a wide range of MSMEs remain fragmented and initiatives are duplicated. As a result, some critical capacity building for sector-specific industries is lacking, preventing MSMEs from taking advantage of the opportunities within these clusters.

7. VALUES

This MSME Development Strategy subscribes to the following principles:

- 1) Empowerment
- 2) Commitment
- 3) Transparency
- 4) Accountability

8. PRINCIPLES

This MSME Development Strategy is anchored in the following principles:

a) Collaboration, partnerships and promotion

Strengthened local MSME support system and fostering entrepreneurs' collaborations to create seamless value chains. This means that businesses join forces to pool resources, decrease costs, access new markets and develop special skills. Entrepreneurs use information and spaces to create these joint ventures. There are online platforms – either on social media or a purpose-made website – where MSMEs learn about existing businesses and discuss business ideas. A seamless value chain creates more jobs, cheaper products, and access to markets.

b) Access to physical and technological infrastructure

Facilities for entrepreneurs are modern, secure and make efficient use of existing spaces. There are numerous hubs, incubators, co-working spaces, accelerators, trading facilities, marketplaces and storages facilities in Windhoek. They are available, reliable and affordable. These spaces were not built from scratch but are hosted in existing spaces. The spaces are scalable and modular, meaning that entrepreneurs flexibly use them according to their business needs and schedules. The spaces can be converted depending on changing demands. In these facilities entrepreneurs share ideas and build partnerships.

c) Access to information and support services

Information travels freely in the market and entrepreneurs use online services to run their businesses. Instead of only word-of-mouth, entrepreneurs get information about other MSMEs through several public and private services offering business information. Entrepreneurs make

use of affordable market research. SMEs have the skills and connectivity to use digital platforms for marketing, sales, e-commerce, purchasing, business-to-business, client relationship management, recruiting, and pooling resources.

d) Effective legal and regulatory framework

The legal and regulatory framework within which MSMEs operate needs to be reviewed to ensure that it is enabling rather than obstructive. This includes local bylaws as well as the processes that impact fast-tracked economic development.

9. STRATEGIC FRAMEWORK

Given the diversity of MSMEs and the complexity of challenges they face, it is critical that strategic interventions are purposeful and relevant, considering the time-bound priority of actions. As part of the implementation plan each strategic goal is aligned to each strategic objective and desired outcome. Furthermore, programmes and projects were aligned to achieve the strategic goals (value-driven) which will be tracked through reporting structures. The monitoring and evaluation of this strategy, therefore, become critical for the successful implementation of the action plans.

9.1. STRATEGIC GOALS

- 1) Developed system of institutional support
- 2) Strengthened MSME sector and their capacities developed
- 3) Encouraged diversified manufacturing activities
- 4) Established local markets

9.2. STRATEGIC OBJECTIVES

- 1) Ensure effective utilization of available resources
- 2) Contribute significantly to the economic development of Namibia
- 3) Ensure the development and growth of MSMEs

9.3. DESIRED OUTCOMES

- 1) Thriving MSMEs
- 2) Job creation
- 3) Economic growth
- 4) Local value addition
- 5) Effective and functioning legal framework within which MSMEs operate
- 6) Adequate retail and trading space

10. STRATEGIC FRAMEWORK AND DELIVERABLES

A strategic framework is a systematic, structured method that helps define how programmes and projects support strategic goals and objectives. Thus, the MSME Development Strategy will focus on programmes and projects that will be deliberate to provide specific development interventions and

business support services. The support of internal and external value chain actors is crucial towards transforming the local entrepreneurship ecosystem.

STRATEGIC GOAL 1: DEVELOPED SYSTEM OF INSTITUTIONAL SUPPORT

By forming partnerships with the public and private sectors the creation of a support coalition for entrepreneurs will be fostered. It will make working with MSMEs simpler while fostering a positive entrepreneurial atmosphere and attitude among the public toward entrepreneurship and entrepreneurs.

Operational goal 1.1.1: Improved entrepreneur satisfaction with the operations of the City of Windhoek.
Objective 1.1: To improve entrepreneur satisfaction from 2.5 score to 3 by 2022.

The MCoW currently does not have any leverage to access financial or material resources to attract investment, but through the establishment of partnerships, the MCoW can get support from private sector Corporate Social Investment (CSI). Through CSI initiatives, entrepreneurs can develop their projects, be encouraged to establish new enterprises and invest in the growth of existing ones. Partnerships will result in increased satisfaction of entrepreneurs and an improved dynamic of the MSME development.

Operational goal 1.2: Dynamic partnerships and stakeholder platforms (development coalitions) established.
Objective 1.2: To establish three dynamic partnerships and three stakeholder platforms by 2022.

Commitment towards entrepreneurship development demands consensus from MCoW and the private sector to transform cooperation into coordinated efforts that implement activities to realise achievement of the developmental goals. The stakeholder platforms will facilitate promotion of development priorities on joint projects towards an improved entrepreneurial ecosystem.

Operational goal 1.3: A positive entrepreneurial climate created.
Objective 1.3: To create a positive entrepreneurial climate that nurture and develop MSMEs by 2022.

Creating a culture of entrepreneurship can be a challenge depending on the nature and maturity of the enterprise. Culture is the integrated pattern of knowledge, belief and behavior that depends upon the capacity for learning and transmitting knowledge to succeeding generations. The MCoW must instill and promote a positive attitude towards entrepreneurs and entrepreneurship through entrepreneurial round tables, seminars and other forms of support to entrepreneurs.

PROGRAMMES	PROJECTS
------------	----------

1. Promote entrepreneurial culture to enhance local business environment	<ul style="list-style-type: none"> ◦ Feature entrepreneurial achievements and successful entrepreneurs. ◦ Encourage women entrepreneurship. ◦ Provide opportunities for training and education to help entrepreneurs grow.
2. Establish local forums	<ul style="list-style-type: none"> ◦ Establish local small business forums to encourage networking, peer to peer learning and collaboration amongst entrepreneurs. <i>(entrepreneurs' associations, market committees, youth entrepreneurial circles, Windhoek Economic Development & Investment Forum)</i>
3. Development of business infrastructure	<ul style="list-style-type: none"> ◦ Lobby for upgrading of existing business sites and premises. ◦ Undertake upgrading of business infrastructure ◦ Implementation of Market Development Master Plan
4. Provide MSME support and promotion	<ul style="list-style-type: none"> ◦ Introduce monthly pop-up shops in the constituencies to promote trading activities. ◦ Mobilise Proudly Namibian local producers and service providers and create awareness around the need to support Proudly Namibian brands.

STRATEGIC GOAL 2: STRENGTHENED MSME SECTOR AND THEIR CAPACITIES DEVELOPED

The evolution of technology demands the introduction of innovative solutions which in turn requires the creation of enterprises that can continuously develop new products and services. Therefore, the capacities of those enterprises must be enhanced to be able to introduce innovations with a specific focus on support for dynamic MSMEs as “champions” and driving forces of the development. Interventions aimed at supporting value addition will promote and provide comprehensive support to MSME’s to contribute towards structural transformation of the Namibian economy and enhance domestic value addition.

Operational Goal 2.1: Increased number of micro, small and medium entrepreneurial formalisation

Objective 2.1: To increase the number of MSMEs formalisation from 16% to 30% by 2023, for the City of Windhoek

The goal of enterprise formalisation initiatives is to create more and better jobs, reduce poverty and address marginalisation of those who are especially vulnerable to the most serious, decent work deficits in the informal economy, including, but not limited to, women, young people and persons with disabilities. The formalisation of micro, small and medium-sized enterprises go hand-in-hand with a conducive business environment, economic growth and better working conditions.

Operational Goal 2.2: Strengthened the entrepreneurial skills of MSME owners.

Objective 2.2: Entrepreneurial capacity building sessions for 500 entrepreneurs by the end of 2023 to strengthen the entrepreneurial skills of MSME owners.

Development achievements will primarily occur with dynamic and growing SMEs - “champions” of local economic development - regardless of their activities. These enterprises create jobs in the easiest way, but for their development they need professional, financial and other support. Grouping these MSMEs into a network and clusters will increase the market, financial and development strengths of the MSMEs. It will also allow for coordinated support and development initiatives.

Operational Goal 2.3: Transformed MSMEs scale their businesses.

Objective 2.3: Collaborate with stakeholders to conduct quarterly business simulation training sessions on an annual basis.

Business simulation are a hands-on, interactive learning experience that allow entrepreneurs to truly engage in decision making while exposed to various scenarios in business management. Entrepreneurs build skills, improve conceptual knowledge and gain an understanding of how to handle these scenarios when making decisions in real life.

PROGRAMMES	PROJECTS
Business Support Services Programme for new entrepreneurs.	<ul style="list-style-type: none"> ▫ Facilitate informal trade support and promotion ▫ Improve ICT accessibility and capability ▫ Explore opportunities to increase the number of MSMEs benefiting from micro-finance financing options
Business Support Programme for developing enterprises.	<ul style="list-style-type: none"> ▫ Establish MSMEs cluster networks
Partner with research and development institutions.	<ul style="list-style-type: none"> ▫ Conduct research and development on Windhoek-based entrepreneurs to assess entrepreneurship, innovation, marketing, promotion, digitalisation and market readiness of products
Capacity Building Programmes for MSMEs.	<ul style="list-style-type: none"> ▫ Micro business simulation trainings

STRATEGIC GOAL 3: ENCOURAGED MANUFACTURING WITH DIVERSIFIED ACTIVITIES.

With the nurturing, strengthening and expanding of our manufacturing and supply-side capacity, the economy will continue to face growth prospects. Manufacturing MSMEs no longer rely on domestic raw materials alone but import raw materials from elsewhere and add further value locally. In line with value addition for the country and further looking at industrialisation, domestic value chains are expanding and thereby extended their production lines.

Operational Goal 3.1: Coordinated educational system for entrepreneurs.

Objective 3.1: *To obtain NQA Level 1 accreditation for the MCoW's entrepreneurship trainings by the end of 2023.*

Entrepreneurs must be trained for modern production and to accept rapid changes while at the same time ensure they remain relevant and competitive within the industry. They must be continuously trained in new skills to be informed about changes in the environment, new technologies, regulations and market entry. An accredited training programme builds the reputation of training programmes and its beneficiaries.

Operational Goal 3.2: *The coordination of education and information on standardisation and quality assurance facilitated.*

Objective 3.2: *To facilitate the coordination of education and information on standardisation and quality assurance by 2023.*

Different types of standards and regulations exist and all of them tend to be widespread. Consequently, standards and regulations matter a lot for SMEs that want to compete in international markets. MSMEs from developing countries, such as Namibia, need to strengthen their capacity to compete, connect and change by supporting their understanding of, and ability to, meeting trade-relevant standards and regulations.

PROGRAMMES	PROJECTS
Educational and training programmes to enhance competitiveness.	<ul style="list-style-type: none"> ◦ Implementation of special business support service information and training programmes for entrepreneurs and workers (Labour, Social Security, Quality Control, Standardisation, etc.) ◦ Obtain NQA Level 1 accreditation for the MCoW's entrepreneurship trainings.
Information programme to understand certification process and improve standardisation.	<ul style="list-style-type: none"> ◦ Establish a formal working relationship with the NSI.

STRATEGIC GOAL 4: ESTABLISHED LOCAL MARKETS

Namibia imports almost all its consumer goods and most of its primary resources are exported, largely unprocessed. Opportunities exist to introduce new consumer goods and manufacturing investment for both local and international markets. Namibia is an eligible country for trade with US markets under the African Growth and Opportunities Act (AGOA). AGOA allows for duty-free access to U.S. markets for more than 6400 products.

Operational Goal 4.1: *Facilitate the bridging of the gap between producers (MSMEs) and potential customers (major shops).*

Objective 4.1: *To facilitate the support towards promotion of local products and services by 2023.*

To bridge the gap between producer (MSME) and potential customers there is a need to establish exposure through engagements with established retailers as part of their Corporate Social Investment programmes (supporting national initiatives).

PROGRAMMES	PROJECTS
Promote locally produced products and services.	<ul style="list-style-type: none"> ◦ Organise and host retail networking events in support of locally produced products to get shelf space in Windhoek-based shops as well as duty-free outlets. ◦ Organise and host demonstrations for entrepreneurs to showcase and teach arts and crafts skills. ◦ Facilitate the drive of Proudly Namibian brands (products and services range). ◦ Strengthen the working relationship with Team Namibia, the Ministry of Trade and the USAID.

11. ANNUAL ACTION PLAN FRAMEWORK 2022-2027

Theme:	Social Progression, Economic Advancement & Infrastructure Development <i>Description:</i> Windhoek's economy is productive, inclusive and sustainable through timely access to urban services, socio-economic opportunities, spatial inclusiveness, quality urban environment and vibrant city life.
Strategic Objective:	Ensure quality of life for all our residents & stakeholders.
Key Performance Area (KPA):	Social and Economic
Key Performance Indicator (KPI):	Implementation of MSME Development Strategy <i>Description:</i> This indicator measures the rate and impact of implementation of the MSME Development Strategy, to realise the strengthening of the entrepreneurial ecosystem in Windhoek.
Lead Implementer	Economic Development Division <ul style="list-style-type: none"> SME Development and Promotion Micro Entrepreneurial Development

Pillars	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies	Benefit
Theme: Social Progression, Economic Advancement & Infrastructure Development					
Financial year: 2022/2023					
Effective legal and regulatory framework	Submission of item and MSME Development strategy for approval.	N\$ 0.00	<ul style="list-style-type: none"> Effective and functioning legal framework within which MSMEs operate 	<ul style="list-style-type: none"> Presentation to STRATCom Management Council 	An enabling environment for the MSME development and strengthening of business development services.
Collaboration, partnerships and promotion	Local forum – MSME Development Forum <ul style="list-style-type: none"> Set up Micro Small Medium Business Development Committee in all ten constituencies in Khomas Regional. 	N\$ 50 000.00 p.a.	<ul style="list-style-type: none"> Strengthened and fostering local eco-system. Creating seamless value chains to pool resources and promote joint development priorities. 	<ul style="list-style-type: none"> Industry Stakeholders SE Forum Management Council Council 	Council creates a small business friendly city and community, that makes the city a desirable location to live and to establish a business and supporting the local economy.
Collaboration, partnerships and promotion	<ul style="list-style-type: none"> Micro business simulation trainings 	N\$ 100,000.00 p.a.	<ul style="list-style-type: none"> Strengthened and fostering local support system. 	<ul style="list-style-type: none"> Hitambo Virtual Academy UN Women 	Creating empowered women entrepreneurs who will

758

Pillars	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies	Benefit
Theme: Social Progression, Economic Advancement& Infrastructure Development					
Financial year: 2022/2023					
	<ul style="list-style-type: none"> Train 50 women entrepreneurs per quarter on how to improve their businesses. Conduct monthly education and information sessions to benefit MSMEs Organise and host demonstrations for entrepreneurs to showcase and teach arts and crafts skills. 		Creating seamless value chains to pool resources and promote joint development priorities.	<ul style="list-style-type: none"> Ministry of Gender Equality Child Welfare and Poverty Reduction. Khomas Regional Council Informal operators from informal markets 	contribute to a thriving local economic development. Enhanced income and employment generation. MSMEs would gain knowledge that will influence their business management and they will develop a deeper understanding towards sustainable businesses that create jobs and opportunities for a dynamic and diversified local economy.
Access to physical and technological infrastructure	Assessment of feasibility of outsourcing models of Council owned trading sites.	N\$ 25,000.00	<ul style="list-style-type: none"> Adequate retail and trading space Timely maintenance of infrastructure Effective return on investment	<ul style="list-style-type: none"> Property Management companies Property Developers SE Forum Management Council 	Enhanced income and employment generation.
Access to physical and technological infrastructure	Alienation of business and industrial land to entrepreneurs operating from Industrial Stalls and Bokamoso Entrepreneurial Centre <i>via closed bid</i>	N\$ 45,000.00	<ul style="list-style-type: none"> Strengthened and fostering local eco-system Adequate retail and trading space Thriving MSMEs Job creation 	<ul style="list-style-type: none"> Property Management Economic Development Entrepreneurs MURD 	Enhanced income and employment generation.
TOTAL FOR 2022/2023: N\$ 220,000.00					

759

Pillars	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies	Benefit
Theme: Social Progression, Economic Advancement& Infrastructure Development					
Financial year: 2023/2024					
Access to information and support services	Obtain NQA Level 1 accreditation for the CoW's entrepreneurship training by the end of 2023.	N\$ 80,000.00	<ul style="list-style-type: none"> Provides quality assured learning and qualifications Enhanced the quality of education and training Compilation of modular content Accreditation by the NQA. 	<ul style="list-style-type: none"> Entrepreneurs Khomas Regional Youth Forum Training Providers SE Forum Management Council 	An accredited training programme means that a rigorous check by an authority (NQA) on education resulted in the programme meeting their standards and is qualified to teach trainees the programs on offer. A programme from an accredited organisation is valuable and desirable for SMEs to participate in at cost.
Collaboration, partnerships and promotion	Partnering with Development Agencies on African Continental Free Trade Agreement (AfCFTA) initiatives to benefit MSMEs.	N\$ 20,000.00	<ul style="list-style-type: none"> Strengthened and fostering local support system. Creating value chains to pool resources and promote joint development priorities. 	<ul style="list-style-type: none"> Development Agencies External Relations Division MIT NIPDB 	Create synergy, capitalize on each other's strength and maximize service provision and impact within the MSME sector.
Access to information and support services	Establish "Buy-Local" initiative to promote Namibian products and stimulate trading activities in the constituencies.	N\$ 300,000.00	<ul style="list-style-type: none"> Strengthened and fostering local support system. Creating seamless value chains to pool resources and promote joint development priorities. 	<ul style="list-style-type: none"> Economic Development MSME's Khomas Regional Council NaNCI Namibia Trade Forum NSI Khomas Regional Youth Form 	Buying local will result in more self-sufficient and less dependent on imports and keeping our culture unique. Keeping money within the local economy will result in re-sponding locally and this, in turn, can revive overall economic activities and build a strong local demand base, increased productions (supply) and employment generation.
Access to physical and technological infrastructure	Market Development Masterplan	3 million	<ul style="list-style-type: none"> Improved infrastructure Conducive trading environment 	<ul style="list-style-type: none"> Property Management Planning, design and traffic flow 	Conducive trading environment

Pillars	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies	Benefit
Theme: Social Progression, Economic Advancement& Infrastructure Development					
Financial year: 2023/2024					
				<ul style="list-style-type: none"> Infrastructure City Police 	Enhanced income and employment generation.
Access to physical and technological infrastructure	Implement Windhoek-Mannheim action plan on developing a sustainable business incubation model. Facilitate informal trade support and promotion.	N\$ 300,000.00	<ul style="list-style-type: none"> Strengthened and fostering local support system. 	<ul style="list-style-type: none"> Mannheim partner engagement External Relations Division 	Resources sharing and amplify influence in economic development initiatives.
TOTAL FOR 2023/2024: N\$ 3,000,700.00					

Pillars	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies	Benefit
Theme: Social Progression, Economic Advancement& Infrastructure Development					
Financial year: 2024/2025					
Access to physical and technological infrastructure	Market/Infrastructure master plan implementation	N\$ 3 million	<ul style="list-style-type: none"> Thriving MSMEs Job creation 	<ul style="list-style-type: none"> Property management division Planning, design and traffic flow Infrastructure Department City Police 	Reliable infrastructure leads to connection of supply chains and services to enhanced quality opportunities for employment.
Effective legal and regulatory framework	Mid-Term Evaluation MSME Development Strategy	N\$ 12,000.00	<ul style="list-style-type: none"> Strengthened and fostering local support system. 	<ul style="list-style-type: none"> Economic Development All External Stakeholders Strategic Performance Management 	Continuous reviews can lead to successful implementation.
Access to information and support services	Implementation of CoWs accredited entrepreneurship training programme	N\$ 20,000.00	<ul style="list-style-type: none"> Provides quality assured learning and qualifications Enhanced the quality of education and training 	<ul style="list-style-type: none"> Youth and Social Welfare Khomas Regional Council External Stakeholders 	A programme from an accredited organisation is valuable and desirable for SMEs to participate in at cost.

Pillars	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies	Benefit
Theme: Social Progression, Economic Advancement& Infrastructure Development					
Financial year: 2024/2025					
				<ul style="list-style-type: none"> ◦ Khomas Regional Youth Form 	
Access to physical and technological infrastructure	Improve ICT accessibility and capability at the resource and IT Centres	N\$ 0.00	<ul style="list-style-type: none"> ◦ Thriving MSMEs ◦ Job creation ◦ Economic growth ◦ Local value addition 	<ul style="list-style-type: none"> ◦ Department of ICT ◦ External Stakeholders ◦ Khomas Regional Council 	Enhance learning opportunities through access to a range of resources, stimulus materials and learning tools.
TOTAL FOR 2024/2025: N\$ 3,000,032.00					

Pillars	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies	Benefit
Theme: Social Progression, Economic Advancement& Infrastructure Development					
Financial year: 2025/2026					
Access to information and support services	Implementation of CoWs accredited entrepreneurship training programme	N\$ 50,000.00 p.a.	<ul style="list-style-type: none"> ◦ Provides quality assured learning and qualifications ◦ Enhanced the quality of education and training 	<ul style="list-style-type: none"> ◦ Entrepreneurs ◦ Youth and Social Welfare ◦ Khomas Regional Council ◦ Khomas Regional Youth Form 	A programme from an accredited organisation is valuable and desirable for SMEs to participate in at cost.
Access to information and support services	Develop and implement the Women's Entrepreneurship Development programme	N\$ 80,000.00 p.a.	<ul style="list-style-type: none"> ◦ Thriving MSMEs ◦ Job creation ◦ Economic growth ◦ Local value addition 	<ul style="list-style-type: none"> ◦ UN Women ◦ Ministry of Gender Equality, Child Welfare and Poverty Eradication ◦ Private Sector ◦ Khomas Regional Council 	Creating empowered women entrepreneurs who will contribute to a thriving local economic development.
TOTAL FOR 2025/2026: N\$ 130,000.00					

Pillars	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies	Benefit
Theme: Social Progression, Economic Advancement& Infrastructure Development					
Financial year: 2026/2027					
Access to information and support services	Produce inspirational and motivational entrepreneurial stories	N\$ 60,000.00	Strengthened and fostering local support system.	<ul style="list-style-type: none"> ◦ Entrepreneurs ◦ Marketing and Corporate Communication 	Creates visibility, credibility and clarity around the value of business support services provided. Demonstrating success impact effective change.
Effective legal and regulatory framework	Final Review and Evaluation of MSME Development Strategy	N\$ 15,000.00	Strengthened and fostering local support system.	<ul style="list-style-type: none"> ◦ Economic Development ◦ External Stakeholders ◦ Strategic Performance Management 	Continuous reviews can lead to successful implementation.
TOTAL FOR 2026/2027: N\$ 75,000.00					

12/63

11. ROLES AND RESPONSIBILITIES

The following responsibilities will form part of the strategy development, implementation, monitoring and evaluation within the City of Windhoek:

Table 11.1 Roles and responsibilities

DEPARTMENT/ DIVISION/ SECTION	ROLE/RESPONSIBILITY
SME Development and Promotion Micro Entrepreneurial Development	Understanding and compliance with the strategy framework as a guideline to response actions. Implementation, monitoring, evaluation and reporting of activities.
Economic Development	Consultation with all relevant stakeholders (existing and potential) and feedback. Ensuring communication of new strategy to all stakeholders. Implementation / operationalise, monitoring, evaluation and review. Data management
Economic Development and Community Services Chief Executive Officer/Strategic Executive	Providing oversight/advice to the strategy formulation during development. Ensuring all responsible staff members are informed of and comply with the strategy. Monitoring, reviewing and evaluating of strategy implementation progress and impact. Authority to sign off strategy. Overarching responsibility for the development and review of strategy document. Responsibility for ensuring implementation and communication. Responsibility for ensuring reporting. Responsibility for ensuring implementation and compliance monitoring and evaluation. Responsibility for ensuring review in accordance with scheduled review dates.
Economic Development and Community Services	Governing body ensuring strategy is reviewed and developments comply with the guideline.

DEPARTMENT/ DIVISION/ SECTION	ROLE/RESPONSIBILITY
	Monitoring and providing advice on implementation and communication plans and draft/final documents. Provide assurance to document quality and compliance with guideline. Oversight of central register for all documents under development.
Municipal Council of Windhoek	The MCoW is responsible for approving the final strategy.
Corporate Communication	Corporate Communication will provide staff members as well as the public with open access to information about policies and procedures. Clear and consistent communication is required to assist the public in recognising, accessing and assessing policies and procedures of the City of Windhoek.

12. REVIEW, MONITORING AND EVALUATION

Monitoring and evaluation is a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact and it is mainly used to assess the performance of planned activities. Effective monitoring of the implementation and performance of this strategy, to enable improvements in performance and the introduction of changes where necessary, is of critical importance.

Given that the formulation of this strategy took place in the context of existing and well-established institutions and support programmes, the Municipal Council of Windhoek recognises that entities in the value chain of small businesses development and support have established their own performance-monitoring mechanisms. Thus, timeous reporting that will allow the City of Windhoek to gather data on the performance of enterprise support from value chain actors is crucial.

Differences between monitoring and evaluation:

Monitoring	Evaluation
Ongoing	Periodic, occurs at the midterm, and at the end - a substantial period after the project ended
Keeps track, reviews and reflects on progress, or lack thereof, in relation to project objectives	In-depth analysis to compare planned with actual achievements in relation to project objective
Answers what activities were implemented and what results were achieved	Answers how the results were achieved
Alerts project managers to problems and provides options for corrective actions	Contributes to building theories and models for change; provides project managers with strategy and policy

	options; increases accountability to project beneficiaries, donors and other partners
Internal process	Internal and/or external process

Annual Programme Review (APR) is a management instrument that will report on the monitoring of the progress of programmes and projects as contained in the Implementation Plan. The reporting will verify stakeholders' responsibilities, implementation and corrective measures taken.

The overall objectives of the APR are to: a) review implementation of programmes and project activities and provide detailed progress reports; b) assess progress of the programmes during every financial year and achievement of results with indicators; c) report on financing arrangements that supported activities and d) identify issues/challenges concerning effective delivery of services and recommend ways to improve progress.

13. COMMUNICATION OF STRATEGY

~~The communication strategy is the corporate communication plan that is used to ensure effective~~ communication of the objectives of the MSME Development Strategy of the Municipal Council of Windhoek. This applies to internal communication, marketing and public relations.

Upon the approval of the MSME Development Strategy, the responsibility rests with the Corporate Communication, Marketing and Public Participation (CCMPP) division in conjunction with the Economic Development division to introduce the plan to relevant stakeholders by way of appropriate platforms to shed more light on what the strategy aims to achieve as well as report on the success stories. The strategy will also be introduced to the target group and the public upon approval to explain the intention of the strategy and procedures thereof. Clear and consistent communication is required to assist the public in recognising, accessing and assessing the policies and procedures, of the Municipal Council of Windhoek.

The CCMPP division will assist the Economic Development division by providing technical support with compliance to the look and feel of marketing and advertising material as well as social media presence on the implementation of programmes and achievements.

14. DUE DILIGENCE

Due diligence is an extensive process undertaken to assess how all value chain actors fit into the strategic plan and how they contribute towards achieving the set targets. The following measures should be applied for due diligence:

- The Economic Development division in consultation with internal and external role-players will establish a due diligence team that will identify and map all programmes offered by the value chain actors.
- The due diligence team will draft annual action plans that contain information, education and training programme schedules with time schedules, venues and costs of training.

- The Economic Development division will identify annual champions who will set up and drive MSME forums.
- The Economic Development division will identify and engage financial institutions who buy into the vision of the strategy and who will pledge support.
- The Economic Development division will engage international trade desks to offer training to champions who will drive the capacity building and awareness raising on the importance of international trade.
- The due diligence team will develop annual action plans in consultation with value chain actors and engage each other on technical and material support to meet objectives of the strategy.
- The Economic Development divisional manager to monitor the process and work instructions and obtain quarterly progress reports.

ANNEXURE: ANNUAL PROGRAMME REVIEW (APR) TEMPLATE

Strategic goal	◦
Operational goal	◦
Objective	◦
Programme	◦
Project summary	◦
Indicators	◦
Data source	◦
Risks / Assumptions	◦

ANNEXURE: IMPLEMENTATION PLAN TEMPLATE

Strategic goal				
Operational goal				
Programme			Project:	
Activities	Desired outcome (tick ✓)		Output	Budget
	Thriving MSMEs			
	Job creation			
	Economic growth			
	Local value addition			
	Effective and functioning legal framework			
	Adequate retail and trading space			



The Gateway to Endless Opportunities

Enquiries:

Department of Economic Development and Community Services

Manager: Economic Development

Tel: +264 61 290 2284

Fax: +264 61 290 2546

E-mail: zus@windhoekcc.org.na

Section Head: SME Development and Promotion

Tel: +264 61 290 2325

Fax: +264 61 290 2546

E-mail: fg@windhoekcc.org.na

© 2022

Theme:	Social Progression, Economic Advancement & Infrastructure Development <i>Description:</i> Windhoek's economy is productive, inclusive and sustainable through timely access to urban services, socio-economic opportunities, spatial inclusiveness, quality urban environment and vibrant city life.
Strategic Objective:	Ensure quality of life for all our residents & stakeholders.
Key Performance Area (KPA):	Social and Economic
Key Performance Indicator (KPI):	Implementation of MSME Development Strategy <i>Description:</i> This indicator measures the rate and impact of implementation of the MSME Development Strategy, to realise the strengthening of the entrepreneurial ecosystem in Windhoek.
Lead Implementer	Economic Development Division <ul style="list-style-type: none"> ◦ SME Development and Promotion ◦ Micro Entrepreneurial Development

Piliars	Activities	Estimated Budget	Expected outcome/RO	Interdependencies	Benefit
Theme: Social Progression, Economic Advancement & Infrastructure Development					
Financial year: 2022/2023					
Effective legal and regulatory framework	Submission of item and MSME Development strategy for approval.	N\$ 0.00	<ul style="list-style-type: none"> ◦ Effective and functioning legal framework within which MSMEs operate 	<ul style="list-style-type: none"> ◦ Presentation to STRATCom ◦ Management Council Council 	An enabling environment for the MSME development and strengthening of business development services.
Collaboration, partnerships and promotion	Local forum – MSME Development Forum <ul style="list-style-type: none"> ◦ Set up Micro Small Medium Business Development Committee in all ten constituencies in Khomas Regional. 	N\$ 50 000.00 p.a.	<ul style="list-style-type: none"> ◦ Strengthened and fostering local eco-system. ◦ Creating seamless value chains to pool resources and promote joint development priorities. 	<ul style="list-style-type: none"> ◦ Industry Stakeholders ◦ SE Forum ◦ Management Council ◦ Council 	Council creates a small business friendly city and community, that makes the city a desirable location to live and to establish a business and supporting the local economy.
Collaboration, partnerships and promotion	<ul style="list-style-type: none"> ◦ Micro business simulation trainings ◦ Train 50 women entrepreneurs per quarter on how to improve their businesses. ◦ Conduct monthly education and information sessions to benefit MSMEs 	N\$ 100,000.00 p.a.	<ul style="list-style-type: none"> ◦ Strengthened and fostering local support system. ◦ Creating seamless value chains to pool resources and promote joint development priorities. 	<ul style="list-style-type: none"> ◦ Hitambo Virtual Academy ◦ UN Women ◦ Ministry of Gender Equality Child Welfare and Poverty Reduction ◦ Khomas Regional Council ◦ Informal operators from informal markets 	Creating empowered women entrepreneurs who will contribute to a thriving local economic development. Enhanced income and employment generation.


 06/10/2022

Pillars	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies	Benefit
Theme: Social Progression, Economic Advancement& Infrastructure Development					
Financial year: 2022/2023					
	<ul style="list-style-type: none"> Organise and host demonstrations for entrepreneurs to showcase and teach arts and crafts skills. 				MSMEs would gain knowledge that will influence their business management and they will develop a deeper understanding towards sustainable businesses that create jobs and opportunities for a dynamic and diversified local economy.
Access to physical and technological infrastructure	Assessment of feasibility of outsourcing models of Council owned trading sites.	N\$ 25,000.00	<ul style="list-style-type: none"> Adequate retail and trading space Timely maintenance of infrastructure Effective return on investment 	<ul style="list-style-type: none"> Property Management companies Property Developers SE Forum Management Council Council 	Enhanced income and employment generation.
Access to physical and technological infrastructure	Alienation of business and industrial land to entrepreneurs operating from Industrial Stalls and Bokamoso Entrepreneurial Centre <i>via closed bid</i>	N\$ 45,000.00	<ul style="list-style-type: none"> Strengthened and fostering local eco-system Adequate retail and trading space Thriving MSMEs Job creation 	<ul style="list-style-type: none"> Property Management Economic Development Entrepreneurs MURD 	Enhanced income and employment generation.
TOTAL FOR 2022/2023: N\$ 220,000.00					

Pillars	Activities	Estimated Budget	Expected outcome/ROI	Interdependences	Benefit
Theme: Social Progression, Economic Advancement & Infrastructure Development					
Financial year: 2023/2024					
Access to information and support services	Obtain NQA Level 1 accreditation for the CoW's entrepreneurship training by the end of 2023.	N\$ 80,000.00	<ul style="list-style-type: none"> Provides quality assured learning and qualifications Enhanced the quality of education and training Compilation of modular content Accreditation by the NQA. 	<ul style="list-style-type: none"> Entrepreneurs Khomas Regional Youth Forum Training Providers SE Forum Management Council 	An accredited training programme means that a rigorous check by an authority (NQA) on education resulted in the programme meeting their standards and is qualified to teach trainees the programs on offer. A programme from an accredited organisation is valuable and desirable for SMEs to participate in at cost.
Collaboration, partnerships and promotion	Partnering with Development Agencies on African Continental Free Trade Agreement (AfCFTA) initiatives to benefit MSMEs.	N\$ 20,000.00	<ul style="list-style-type: none"> Strengthened and fostering local support system. Creating value chains to pool resources and promote joint development priorities. 	<ul style="list-style-type: none"> Development Agencies External Relations Division MIT NIPDB 	Create synergy, capitalize on each other's strength and maximize service provision and impact within the MSME sector.
Access to information and support services	Establish "Buy-Local" initiative to promote Namibian products and stimulate trading activities in the constituencies.	N\$ 300,000.00	<ul style="list-style-type: none"> Strengthened and fostering local support system. Creating seamless value chains to pool resources and promote joint development priorities. 	<ul style="list-style-type: none"> Economic Development MSME's Khomas Regional Council NaNCI Namibia Trade Forum NSI Khomas Regional Youth Form 	Buying local will result in more self-sufficient and less dependent on imports and keeping our culture unique. Keeping money within the local economy will result in re-spending locally and this, in turn, can revive overall economic activities and build a strong local demand base, increased productions (supply) and employment generation.
Access to physical and technological infrastructure	Market Development Masterplan	3 million	<ul style="list-style-type: none"> Improved infrastructure Conducive trading environment 	<ul style="list-style-type: none"> Property Management Planning, design and traffic flow Infrastructure City Police 	Conducive trading environment Enhanced income and employment generation.

-772

Pillars	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies	Benefit
Theme: Social Progression, Economic Advancement& Infrastructure Development					
Financial year: 2023/2024					
Access to physical and technological infrastructure	Implement Windhoek-Mannheim action plan on developing a sustainable business incubation model. Facilitate informal trade support and promotion.	N\$ 300,000.00	<ul style="list-style-type: none"> Strengthened and fostering local support system. 	<ul style="list-style-type: none"> Mannheim partner engagement External Relations Division 	Resources sharing and amplify influence in economic development initiatives.
TOTAL FOR 2023/2024: N\$ 3,000,700.00					

Pillars	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies	Benefit
Theme: Social Progression, Economic Advancement& Infrastructure Development					
Financial year: 2024/2025					
Access to physical and technological infrastructure	Market/Infrastructure master plan implementation	N\$ 3 million	<ul style="list-style-type: none"> Thriving MSMEs Job creation 	<ul style="list-style-type: none"> Property management division Planning, design and traffic flow Infrastructure Department City Police 	Reliable infrastructure leads to connection of supply chains and services to enhanced quality opportunities for employment.
Effective legal and regulatory framework	Mid-Term Evaluation MSME Development Strategy	N\$ 12,000.00	<ul style="list-style-type: none"> Strengthened and fostering local support system. 	<ul style="list-style-type: none"> Economic Development All External Stakeholders Strategic Performance Management 	Continuous reviews can lead to successful implementation.
Access to information and support services	Implementation of CoWs accredited entrepreneurship training programme	N\$ 20,000.00	<ul style="list-style-type: none"> Provides quality assured learning and qualifications Enhanced the quality of education and training 	<ul style="list-style-type: none"> Youth and Social Welfare Khomas Regional Council External Stakeholders 	A programme from an accredited organisation is valuable and desirable for SMEs to participate in at cost.

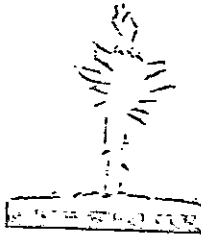
773

Pillars	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies	Benefit
Theme: Social Progression, Economic Advancement& Infrastructure Development					
Financial year: 2024/2025					
				<ul style="list-style-type: none"> ◦ Khomas Regional Youth Form 	
Access to physical and technological infrastructure	Improve ICT accessibility and capability at the resource and IT Centres	N\$ 0.00	<ul style="list-style-type: none"> ◦ Thriving MSMEs ◦ Job creation ◦ Economic growth ◦ Local value addition 	<ul style="list-style-type: none"> ◦ Department of ICT ◦ External Stakeholders ◦ Khomas Regional Council 	Enhance learning opportunities through access to a range of resources, stimulus materials and learning tools.
TOTAL FOR 2024/2025: N\$ 3,000,032.00					

Pillars	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies	Benefit
Theme: Social Progression, Economic Advancement& Infrastructure Development					
Financial year: 2025/2026					
Access to Information and support services	Implementation of CoWs accredited entrepreneurship training programme	N\$ 50,000.00 p.a.	<ul style="list-style-type: none"> ◦ Provides quality assured learning and qualifications ◦ Enhanced the quality of education and training 	<ul style="list-style-type: none"> ◦ Entrepreneurs ◦ Youth and Social Welfare ◦ Khomas Regional Council ◦ Khomas Regional Youth Form 	A programme from an accredited organisation is valuable and desirable for SMEs to participate in at cost.
Access to information and support services	Develop and implement the Women's Entrepreneurship Development programme	N\$ 80,000.00 p.a.	<ul style="list-style-type: none"> ◦ Thriving MSMEs ◦ Job creation ◦ Economic growth ◦ Local value addition 	<ul style="list-style-type: none"> ◦ UN Women ◦ Ministry of Gender Equality, Child Welfare and Poverty Eradication ◦ Private Sector ◦ Khomas Regional Council 	Creating empowered women entrepreneurs who will contribute to a thriving local economic development.
TOTAL FOR 2025/2026: N\$ 130,000.00					

Pillars	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies	Benefit
Theme: Social Progression, Economic Advancement& Infrastructure Development					
Financial year: 2026/2027					
Access to Information and support services	Produce Inspirational and motivational entrepreneurial stories	N\$ 60,000.00	Strengthened and fostering local support system.	<ul style="list-style-type: none"> Entrepreneurs Marketing and Corporate Communication 	<p>Creates visibility, credibility and clarity around the value of business support services provided.</p> <p>Demonstrating success impact effective change.</p>
Effective legal and regulatory framework	Final Review and Evaluation of MSME Development Strategy	N\$ 15,000.00	Strengthened and fostering local support system.	<ul style="list-style-type: none"> Economic Development External Stakeholders Strategic Performance Management 	Continuous reviews can lead to successful implementation.
TOTAL FOR 2026/2027: N\$ 75,000.00					

775



The Gateway to Eastern Openness

**MINUTES OF STRATEGY PRESENTATIONS TO
COUNCILLORS**
ON 16 NOVEMBER 2021 IN COUNCIL CHAMBERS AT 14h30

In attendance:

- His. Worship Dr. J. Amupanda
- Deputy Mayor C. Hanases
- Cllr. N. Larandja
- Cllr. M. Pienaar-Lombardt
- Cllr. Q. Kamati
- Cllr. B. Araeb
- Cllr. I. Skrywer
- Cllr. S. Gawanas
- Cllr. S. Nujoma
- Cllr. Uapingene
- Cllr. F. Kahungu
- Ms. J. Comalie ACEO
- Ms. M. Kahitu, Acting SE:EDCS
- Ms. G. Pujatura, Section Head Tourism, Acting Manager: Economic Development
- Ms. L. Figaji, Section Head Business Development
- Ms. L. Joodt, Section Head SME Development Promotion
- Ms. N. Kamho, Section Head Research and Business Information
- Mr. C. Kaverua, Section Head Micro Entrepreneurial Development

Apologies

- Cllr. A. Kwenani
- Ms Z Steenkamp

Welcoming

His Worship Dr. J. Amupanda welcomed everyone to the meeting.

Introduction

Ms. Kahitu, Acting Strategic Executive Economic Development and Community Services stated that the purpose of the presentation is to afford an opportunity to the Economic Development Division to present the Divisional strategies to the Councillors. This presentation is taking place by virtue of a directive by the Economic Development, Public Safety and Citizens Welfare Advisory sub-committee meeting that took place on 04 November 2021 and deemed in necessary for the presentations to be made to all the Councillors instead of just the Advisory Sub-Committee.

His Worship Dr. J. Amupanda, expressed his disappointment that the Economic Development, Public Safety and Citizens Welfare Advisory sub-committee did not do their work because all Councillors are nominated to various advisory sub-committees and it remains the responsibility of all advisory sub-committees to deliberate extensively on areas assigned of responsibility and make recommendations inline with provisions as outlined in the terms of reference of the advisory committees. He stated that it is unacceptable that a sub-committee shifts responsibility to the rest of the Councillors.

Councillor Araeb submitted an apology on behalf of the chair of the Economic Development, Public Safety and Citizens Welfare advisory sub-committee, Councillor Kwenani, who had to travel out of town due to a family emergency. Councillor Araeb stated that the Economic Development, Public Safety and Citizens Welfare Advisory sub-committee felt that all the Councillors must consider the presentations and thus it was referred.

His Worship Dr. J. Amupanda, stated that it is still unacceptable seeing that earlier in the week other advisory sub-committees have met and they can not sit in and do the work assigned to a specific advisory sub-committee, that is why there are terms of references of these committees.

The overall feeling from the house was that the Economic Development, Public Safety and Citizens Welfare Advisory sub-committee did not do their work. The general feeling was that since presentations of the Windhoek Economic Development Strategy and Investment Promotion Strategy was already made, that opportunity be given for the Councillors to listen to the Tourism and MSME Development strategy presentations since the staff came prepared.

Presentations

The Tourism presentation (*see copy attached*) was conducted by Ms. G. Pujatura, Section Head Tourism.

Ms. G. Pujatura presented the Tourism Strategy and focused on the following:

- Strategic Intent
- Key Factors
- SWOT Analysis
- Challenges
- Windhoek Untapped Potentials
- Themes & Objectives
- Activities

Issues that emanated from the discussions:

Input and recommendations were very general although the following came out;

- The welcoming signs to the entrances of Windhoek that is non-existent. The Councillors shared their disappointment that the city does not have a welcoming ambience while smaller Towns and Villages has invested in the latter.

- Additionally, it was recommended for the installation of outdoor furniture and more public art around the city building, seeing that the city's main building became a hotspot for photography.
- The ACEO mentioned that proper captions should be installed to give details of the public art in reference to the current artwork at the city building.
- The issue was raised about why car rentals are so expensive and what Tourism can do about it?

The MSME Development Strategy presentation (*see copy attached*) was conducted by Ms. L. Joodt Section Head SME Development Promotion.

Ms. L. Joodt presented the MSME Development Strategy and focused on the following:

- Aim of the Strategy
- Strategy Formulation Process
- Importance of the MSME Development Strategy
- Challenges facing MSMEs in Windhoek
- Vision of the MSME Development Strategy
- Definition of MSMEs
- Strategic Framework
- Implementation Plan
- Conclusion

Issues that emanated from the discussions:

- It was suggested that the drive of proudly Namibian products for MSME's is a good idea and that such a platform to showcase Namibian products through pop-up markets or exhibitions in the CBD should materialise.
- The question about a data base of SMEs in the city was asked. The response was that the data is not integrated and it is scattered seeing there are different types of data with Business Registration, BIPA and EDD via leases and data integration remains a challenge that needs to be addressed.
- The question about who is responsible for issuing bar codes and ensuring shelf space for SMEs also came up. The response was that Namibian Standards Institution (NSI) by virtue of their role in handling national quality assurance plays a crucial role-player in products standardization and bar coding is still done via South Africa and Team Namibia and Namibia Manufacturers Association are some of the private sector role players that advocate for shelf space for Namibian produce. The Councillors stated that the city must ensure that it becomes part of the narrative to advocate for these important aspects.

In the absence of any further questions, the presentations from Economic Development Division were appreciated.

Way Ahead

The meeting concluded the following:

- The Strategies along with its supporting item must be submitted via the normal internal forums for consideration for approval.

Meeting adjourned at 17h30

ANNEXURES

1. Presentations



Sustainable
Tourism Developme



Final MSME

Development Strate

Windhoek Investment Incentives and Promotion Strategy 2022 - 2027

FINAL STRATEGY REPORT

November 2020



Consultancy Team

781



Lead Consultant:

Burmeister & Partners (Pty) Ltd
126 Andimba Toivo Ya Toivo Street, Suiderhof
PO Box 1496, Windhoek, Namibia
Tel: +264 61 379 000
Email: bp@burmeister.com.na



Sub-Consultant:

Urban-Econ: Development Economists
Lake View Office Park, Area 7, 137 Muckleneuk Street,
Brooklyn, City of Tshwane
PO Box 13554, Hatfield, 0028
Tel: +27 12 342 8686
Email: pta@urban-econ.com



Town & Regional Planner

Urban Dynamics
45 Nelson Mandela Avenue
PO Box 20837, Windhoek, Namibia
Tel: +264 61 240 300
Email: info@udanam.com

Document Control

782

Project Name	Investment Incentives and Promotion Strategy 2021 - 2026
Report Name	Strategy Report
Client Name	City of Windhoek
Consultant Project No.	W1480
Bid Reference No.	SC/RP/CoW 10/2017

Date	Version	Input By	Details of Changes Made	Approved By	Submitted to Client on
20/08/2019	Draft	Consulting Team		KJ	20/08/2019
18/11/2019	Draft	Consulting Team	Comments addressed, incl. significant changes to chapter 6 and 7.		
11/5/2020	Final	KJ, LC, ACvdM	Comments from CoW addressed, Executive summary and Chapter on Risk and Mitigation added	KJ	13/05/2020
07/12/2020	FINAL R1	Consulting Team	Comments from presentations to SE Forum and Council incorporated	KJ	07/12/2020

Table of Contents

1. Executive Summary	1
1.1. Purpose of the Study.....	1
1.2. Status Quo	1
1.3. Trade and Investment Outlook.....	1
1.4. Disincentives and Problems in CoW and Potential Solutions.....	4
1.5. Investment Framework.....	5
1.6. Strategic Guidance for Investment Incentives	6
1.7. Principles for Investment Decision Making	6
1.8. Investor Demands and Needs	6
1.9. Investment Incentive Pathways (An Aspirational View of the Investor's Experience)	7
1.10. Investment Strategy	7
1.10.1. Pillar: Upgrading of General Business and Innovation Environment.....	7
1.10.2. Pillar: Business Attraction Management	9
1.10.3. Pillar: Investment Promotion	13
1.11. IIPS Implementation Plan and Monitoring and Evaluation Framework	14
1.12. Monitoring and Evaluation	14
1.13. Risks and Mitigation	14
2. Introduction	15
2.1. Purpose of the Study.....	15
2.2. Study Location	17
2.3. Study Methodology	20
2.4. Study Deliverables	20
2.5. Document Structure	20
2.5.1. Status Quo	20
2.5.2. WED Strategy	21
2.5.3. IIPS Strategy	21
3. Summary of Status Quo	22
3.1. Policy Framework.....	22
3.2. Key Issues.....	23
3.2.1. In-Migration	23
3.2.2. Water Security.....	23
3.2.3. Food Security	25
3.2.4. Housing	25
3.2.5. Budget Constraints.....	25
3.2.6. Urban Transport and Communication.....	25
3.2.7. Smart City.....	28
3.2.8. Education Levels.....	29
3.2.9. Tourism	29
4. Trade and Investment Outlook	30
4.1. Investment Potential.....	30
4.1.1. Global Investment Trends and FDI Flows.....	31

4.1.2.	SADC Investment Trends	32
4.1.3.	Namibia Investment Trends	34
4.2.	Indexes.....	37
4.2.1.	Ease of Doing Business Index	37
4.2.2.	Other National Indexes	40
4.2.3.	City Indexes	44
4.3.	Credit Rating Agencies	44
4.3.1.	Moody's.....	45
4.3.2.	Fitch.....	45
4.3.3.	Standard and Poor (S&P)	45
4.3.4.	Dominion Bond Rating Service	45
4.3.5.	Implications of Credit Rating	46
4.4.	Trends and Tendencies Affecting Business Attraction	47
4.5.	Key Learnings from Case Studies	49
4.5.1.	Guidelines to Implementing Effective E-Government Systems	49
4.5.2.	Improving Stakeholder Engagement.....	49
4.5.3.	Info-Sharing Services.....	50
4.5.4.	Performance Management System	50
4.5.5.	Land Registry	50
4.5.6.	Operations Centre.....	50
4.5.7.	Policy and Strategy Planning	50
4.5.8.	Branding as a Component of Business Attraction Management	51
4.5.9.	Entities Involved in Economic Development and Investment Attraction Management.....	51
4.5.10.	Innovative Business Attraction	52
4.5.11.	Current Investment Incentives Utilised by Local Authorities.....	52
4.6.	Key Findings from Primary Research	54
4.6.1.	Surveys	54
4.6.2.	Stakeholder Engagements.....	57
4.6.3.	Current Disincentives and Problems in CoW.....	59
5.	Investment Framework.....	61
5.1.	Benefits of Investment.....	61
5.2.	CoW Investment Goals	61
5.3.	Strategic Guidance for Investment Incentives	62
5.4.	Principles for Investment Decision Making	62
5.5.	The Investor Perspective	63
5.5.1.	Dissonance-Reducing Buyer Behaviour	63
5.5.2.	Motive for Investing	63
5.5.3.	Investor Demands and Needs	64
6.	Investment Incentive Pathways.....	68
6.1.	An Aspirational View of the Investor's Experience	68
6.2.	Status Quo Compared to the Aspirational Investor Experience	69
6.3.	Investment Path Foundation	70
6.3.1.	CoW Vision and Mission	70
6.3.2.	Windhoek and CoW Brand	70
6.3.3.	Investment Data and Information	71
6.3.4.	Rankings on Indexes.....	71
6.3.5.	Integrated Planning	71
6.3.6.	Improve Stakeholder Engagements.....	72
6.3.7.	Investment One-Stop Shop.....	73

6.3.8.	Implement Effective E-Government Systems and SMART City	74
6.3.9.	Marketing Mix	78
6.4.	<i>Investment Strategy</i>	80
6.4.1.	Pillar: Upgrading of General Business and Innovation Environment	80
6.4.2.	Pillar: Business Attraction Management	85
6.4.3.	Pillar: Investment Promotion	102
7.	Implementation Plan and Monitoring and Evaluation	118
7.1.	<i>Proposed Investment Unit within the Proposed Dedicated "Economic Development Department" (EDD)</i> 118	
7.2.	<i>Implementation Plan</i>	119
7.3.	<i>Monitoring and Evaluation</i>	126
7.3.1.	Introduction	126
7.3.2.	Monitoring & Evaluation Objectives	126
7.3.3.	Proposed M&E Framework	126
7.3.4.	Evaluation	129
7.3.5.	Reporting	129
8.	Risks and Mitigation	130
8.1.	<i>National Level</i>	130
8.2.	<i>CoW Institutional Level</i>	130
8.3.	<i>Project Level</i>	131
9.	Bibliography	132
10.	Addendums	136
10.1.	<i>Keywords</i>	136
10.1.1.	Investment and Sectoral Keywords	136
10.1.2.	Windhoek and Namibia Keywords	137
10.1.3.	Tourism Keywords	140
10.1.4.	MSME Keywords	142
10.2.	<i>Completing the Project Scorecard</i>	144
10.3.	<i>Completing the Project Management Report</i>	144
10.4.	<i>Completing the Thematic Priority Area Assessment Tool</i>	145

Index of Figures

Figure 1: FDI Inflows – Global and by Group of Economies (2007 – 2018*).....	31
Figure 2: FDI Inflows by Region for 2017 and 2018*.....	32
Figure 3: Foreign Direct Investment into SADC Countries (2007 – 2017).....	32
Figure 4: Foreign Direct Investment Inflows to Namibia (2007 – 2017)	34
Figure 5: Value	67
Figure 6: Marketing Mix	79
Figure 7: Factors of Investment Climate	81
Figure 8: Cornerstone of Business Attraction Management	85
Figure 9: Framework for Place Branding.....	86
Figure 10: Generic Sectoral Website Menu Structure	109
Figure 11: Title and Description on CoW Website Home Page	112
Figure 12: Example of AdWords Campaign	114
Figure 13: Impact Monitoring Framework.....	127

Index of Tables

Table 1: IIPS Study Alignment with ToR	15
Table 2: Foreign Direct Investment Inflows for the Members of SADC.....	33
Table 3: Investment Opportunities within Namibia	36
Table 4: Ease of Doing Business Index, 2018.....	37
Table 5: Namibia's ranking on Leading Economic and Socio-Economic Indexes Affecting Investment	40
Table 6: Moody's Credit Rating for Namibia.....	45
Table 7: Fitch Rating for Namibia.....	45
Table 8: Key Findings from Surveys	56
Table 9: Key Findings from Stakeholder Engagements.....	59
Table 10: Disincentives and Problems in CoW and Potential Solutions	59
Table 11: Programmes and Projects: Upgrading of General Business and Innovation Environment	82
Table 12: Effects of Marketing Communication on Customers	103
Table 13: Communication Approaches for Different Investors.....	103
Table 14: Available Domains on 20 June 2019	110
Table 15: Investment Promotion Pillar Programmes and Projects.....	116
Table 16: City of Windhoek Incentive and Investment Promotion Strategy Implementation Plan	119
Table 17: Project Scorecard.....	128
Table 18: Project Management Report	128
Table 19: Thematical Priority Area Assessment Tool.....	129
Table 20: Generic Investment and Sectoral Keywords.....	136
Table 21: Location-Based Keywords.....	137
Table 22: Agriculture and Agro-Processing Keywords	138
Table 23: Tourism Keywords	140
Table 24: MSME Keywords	142
Table 25: Project Scorecard.....	144
Table 26: Example on How to Complete Project Management Report.....	144
Table 27: Example on How to Complete the Thematical Priority Area Assessment Tool	145

Abbreviations

AGOA	-	Africa Growth and Opportunity Act
B2C	-	Business to Consumer
BEE	-	Black Economic Empowerment
CAN	-	Central Areas of Namibia
CAPEX	-	Capital Expenditure
CBNRM	-	Community Based Natural Resource Management
CCTV	-	Closed-Circuit Television
CEO	-	Chief Executive Officer
CoW	-	City of Windhoek
CPC	-	Cost-Per-Click
CRM	-	Customer Relationship Management
DBRS	-	Dominion Bond Rating Service
DNN	-	DotNetNuke
DPC	-	Damp-Proof Course
EDD	-	Dedicated Economic Development Department
EMS	-	Emergency Medical Services
EPA	-	Economic Partnership Agreements
EPZ	-	Export Processing Zone
EU	-	European Union
FDI	-	Foreign Direct Investment
FMCG	-	Fast Moving Consumer Goods
FTA	-	Free Trade Agreement
GDP	-	Gross Domestic Product
GIS	-	Geographic Information System
GPS	-	Global Positioning System
GVA	-	Gross Value Added
ICT	-	Information and Communications Technology

IIPS	-	Investment Incentives and Promotion Strategy
IPR	-	Intellectual Property Rights
IUM	-	International University of Management
JOC	-	Joint Operation Committee
KPI	-	Key Performance Indexes
M&E	-	Monitoring and Evaluation
MAR	-	Managed Aquifer Recharge
MIT	-	Ministry of Industrialization and Trade
MS	-	Microsoft
MSME	-	Micro Small Medium Enterprise
NGWRP	-	New Goreangab Water Reclamation Plant
NDA	-	Non-Disclosure Agreements
NIC	-	Namibia Investment Centre
NSA	-	National Statistics Agency
NSX	-	Namibia Stock Exchange
NUST	-	Namibian University of Science and Technology
OGWRP	-	Old Gammams Water Reclamation Plant
OPEX	-	Operating Expenses
PPP	-	Public Private Partnership
PPC	-	Pay-Per-Click
R&D	-	Research and Development
S&P	-	Standard and Poor
SACU	-	Southern African Customs Union
SADC	-	South African Development Community
SE-EDD	-	Strategic Executive of the proposed dedicated Economic Development Department
SEO	-	Search Engine Optimization
SME	-	Small and Medium-sized Enterprises
SOE	-	State Owned Enterprises
SUTMP	-	Sustainable Urban Transport Master Plan

SWOT	-	Strengths, Weaknesses, Opportunities and Threats
ToR	-	Terms of Reference
UNAM	-	University of Namibia
VBWTP	-	Von Bach Windhoek Treatment Works
WED	-	Windhoek Economic Development

1. Executive Summary

1.1. Purpose of the Study

The purpose of the assignment was to develop a five-year Investment Incentives and Promotion Strategy (IIPS) for City of Windhoek (CoW). The IIPS study was conducted in conjunction with the Windhoek Economic Development Strategy (WED) which evaluated and prioritised potential economic development and investment initiatives in line with the organisation's strategic and departmental objectives to realise the attraction and retention of investment in the city. The WED study further identified and prioritised key investment opportunities through a comparative analysis. The study has proposed viable and sustainable instruments that will favourably position CoW and which can be implemented to attract, retain, and grow investment in the city. Investment opportunities were prioritised and packaged for identified potential investors.

The IIPS study reviewed the investment environment within the city, including the review of foreign direct investment (FDI), key sectors and CoW functions, and priority areas such as service delivery, technical skills development, employment creation and retention, and infrastructure development (power generation, water, servicing of land, ICT, and industrial / commercial facilities). The IIPS study concludes with an implementation plan and a proposed monitoring and evaluation mechanism.

1.2. Status Quo

The study was conducted in conjunction with the Windhoek Economic Development Strategy. A Status Quo document was created for both studies and included the following:

- Overview of the policy framework
- Reference framework, including economic development and investment concepts
- Global, regional and local investment, trade and marketing outlook
- Status quo profile of CoW
- Synopsis of interviews and surveys conducted
- Potential analysis
- Best practices and case studies

1.3. Trade and Investment Outlook

The trade and investment outlook provides a glimpse into the landscape of global investment and the trends therein. The section also provides an overview of the investment trends for the SADC regional corporation and the foreign investment inflows for the member countries for 2007 and 2017. Key trends identified included the following.

- Global investment had seen a significant decline of about 4.57% annually between 2007 and 2017.
- Investment fell by about 19% between 2017 and 2018 to about US\$1,2 trillion, reaching the low point previously experienced after the global financial crisis. The decline mainly resulted from a 40% drop in investment for developed economies due to the withdrawal of accumulated foreign earnings by multinationals in the US following tax reforms.
- Investment inflows to developing economies had remained relatively resilient from 2016 and saw a 3% increase between 2017 and 2018, reaching a 58% share in global FDI in 2018. The increase in investment comprises a 5% increase in developing Asia and a similar increase in Africa.
- Investment in SADC countries has declined significantly from about US\$12,61 billion in 2007 to about US\$1,78 billion in 2017. This represents a decline of about 17,76% per annum during this period. The SADC countries saw the highest inflow of investment in 2015 where about

US\$22,68 billion was invested, but saw a sharp 71,96% annual decline between 2015 and 2017.

- Investment into Namibia saw a slow decline of about 1.25% annually between 2007 and 2017 with inward investment of about US\$590,76 million that made up about 4.46% of GDP in 2017. During this period, investment was at its lowest in 2010 and peaked close to US\$1,200 million in 2015 where it was almost 10% of GDP.
- In Namibia, the mining and quarrying industry is perceived as the most lucrative and attractive industry to foreign investors. The industry received about 38.1% of investment, mainly from China and Mauritius. Investment into the financial intermediation industry accounted for about 37% and was mainly sourced from South Africa. The manufacturing industry saw a 9.6% investment, while the fishing and fish processing industry saw about 6% in investment, mostly emanating from Spain.
- The Ministry of Industrialisation and Trade had identified several investment opportunities in Namibia. Few relate to opportunities in Windhoek.
- Indexes play a vital role in providing a concise assessment of specific topics. For many investors, indexes provide a glimpse into investment-related matters which require further investigation. Namibia does not perform well on any of the most important national indexes and Windhoek does not appear on most city indexes.
- Credit rating is used by sovereign wealth funds, pension funds and other investors to gauge the credit-worthiness of Namibia. Moody's and Fitch's credit rating of Namibia is at sub-investment grade; Namibia is not rated by Standard and Poor or Dominion Bond Rating Services. The lack of an investment level credit rating implies that investment in Namibia is considered risky and that the cost of borrowing will be higher. In some cases, institutions managing funds have rules preventing them from investing in countries that have negative credit ratings. This implies that the pool of potential investors will be smaller than in countries that have a positive rating.
- Other trends included:
 - Globalisation
 - Increasing complexity
 - Access to talent
 - Increasing importance of entrepreneurship
 - Increasing global mobility and migration
 - Changing patterns for research and development (R&D) activity
 - Internet of Things and Industry 4.0
 - Outsourcing and re-shoring
 - Urbanisation and the new role of cities
 - Regionalisation and clustering – place matters

Key learnings from case studies included the following.

- Effective e-government systems can achieve several local government objectives. In addition, e-government roll-out of modernisation should be based on efficiency and cost reduction. (The study further provides guidelines to implement effective e-government systems.)
- Digital platforms can support and improve stakeholder engagements.
- Info-sharing service can make all public data and information available free-of-charge on the web for fast and easy access.
- A performance management system can help policymakers make more informed decisions on the delivery of public services, as well as to provide citizens with information on services, programme outputs and resource allocation.
- ICT-based land registry and management systems can be integrated with registration departments, land-acquiring bodies, banks and other financial institutions.

- Effective operations centres collect, analyse and channel data to make better (and often real-time) decisions.
- Policy and strategic planning should include an e-government plan or strategy and a digital strategy every five years.
- Branding is a vital component of business attraction management.
- Several entities are involved in economic development and investment attraction management. Economic development and investment attraction cannot be conducted in isolation – it is not something which can be assigned to one entity. Instead, there must be a clear division of labour between stakeholders in a locality. Each entity may conduct one or multiple tasks relating to economic development and investment attraction management.
- Innovative public procurement can be used as a tool for business attraction.

Most local authorities utilised a combination of the following to promote investment.

- Developing incentive packages based on development regions (or precincts), sectors, projects and/or firm level.
- Creating a one-stop-shop for investors where all their Municipal needs are managed.
- Creating area improvement incentives.
- Reducing the cost of land acquisition.
- Bulk infrastructure maintenance, development and connection.
- Site preparation.
- Modification and streamlining of local zoning and permit procedures.
- Cost reductions, including the reducing or exemption on the cost of real estate transfers, permits, fee waivers, and property tax abatements.
- Developing a policy position to guide long-term investment.
- Investing in enabling projects that will unlock other projects.
- Investing in capital projects, even if additional funds need to be borrowed.
- Creating incentives, which can be classified as follows:
 - Firm-based Incentives
 - Project-based Incentives
 - Generic Fiscal Incentives

1.4. Disincentives and Problems in CoW and Potential Solutions

Disincentives/Problems	Incentives/ Potential Solutions
It is our institutional culture to say 'no' rather than to find creative solutions.	<ul style="list-style-type: none"> Corporate culture to be focused on finding solutions that are merit-based and satisfy the strategic needs of the city. Pro-active engagement with key development partners and stakeholders. The city should have a pro-development approach.
We like our comfort zones (e.g. no additional water meter without a subdivision).	<ul style="list-style-type: none"> Logical policies and implementation that could increase revenue (may require regulation changes). Regulations/policies/by-laws must be fully available to the public and preferably online.
Time to get approval for planning actions is so long that we successfully deter development.	<ul style="list-style-type: none"> E- submissions Streamline processes and institute parallel evaluations Make processes as easy as possible Time limits imposed Accountability/performance tracking
Our plans and GIS are outdated.	<ul style="list-style-type: none"> Reinstate online cadastral and zoning plan availability Make all services infrastructure available online Bring the GIS database up to date and avail to the public Work with NSA to achieve this or outsource Single platform with all public data
We plan only when we are under pressure to do so or pass the buck to the developer.	Must formulate an integrated development plan to determine what is required to accommodate an additional 200 000 people by 2030 and develop the bulk services, planning, reticulation, etc.
<ul style="list-style-type: none"> We are very inflexible to protect the rights of all existing land uses and users. We protect our scheme at all costs and are sceptical about higher densities and zoning and other concessions. We are looking from a regulatory viewpoint rather than from a service-orientated or even economic point of view. 	Must reconsider our approaches to planning and land use and be more focused on facilitating economic development, investment and job creation.
Serviced land of all land uses is not freely available. Previously the CoW delivered about 500 erven per year which were sold at great profit. This no longer happens.	Reactivate an integrated erf development and servicing programme to satisfy the demand for the entire spectrum inclusive of informal settlement formalisation. (Cost recovery and Social Housing).
Our bulk services are not adequate to provide for future development.	Planning should lead development. Development must be done as a pre-requisite for future settlement.
We are not considering service provision alternatives such as dry sanitation, rudimentary services, etc.	Understand the need, demand and affordability levels and explore new technologies that could satisfy the demand. Plan accordingly.
We have a lot of land, buildings and areas with infrastructure capacity that is not used to its full potential, such as the buffer zones between Windhoek and Khomasdal/Katutura.	Identify all such facilities and re-purpose/develop it. (Ramatex, Show Grounds, power-line reserves, etc.)
We place the poor as far away from the main employment areas as possible.	Change our mindset and planning practice.
We like urban sprawl.	Rethink our approaches to density, mixed land use, parking and bulk provisions, etc.
Our Public Open Spaces are not used or developed.	Urban Agriculture/hydroponics/aquaponics?
We do not understand or anticipate the economic and land-use needs of our population, such as for MSMEs that grow out of the small facilities.	A tiered process is required where a MSME would start in an incubator facility, then be able to rent a slightly larger and better facility and then eventually move into the formal system. Avail assistance such as training and financing as well. The Letshego Agreement indicates the magnitude of finance needed.
Our land is very expensive and we make good money from it. If people make money, they must pay as much as possible for the land irrespective of how many employment opportunities are created or how much it contributes to the economy. We worry about the value of the land	<ul style="list-style-type: none"> Change our mindsets and approach where we would rather incentivise our land if it satisfies a certain set of criteria that would promote local economic development. (Job creation, BEE, unlocking value chains, etc.)

rather than the economic impact of the investment unlocked by the land.	<ul style="list-style-type: none"> Consider direct incentives such as reduced land cost and rates and taxes discounts/holidays. Use national tools such as the flexible land tenure system, starter titles, and various levels of service to address the affordability of our constituents. Starter titles are informal land rights which can be designed and implemented by the city to provide the first step toward eventual land ownership. Remember, we need to employ another ±100 000 people over the next 12 years
We have no effective plan to accommodate population growth. (Need 100 000 more houses in the next 12 years).	Planning, Planning, Planning 8000 even of various levels of service to be made available per annum.
Everybody speculates about the future regarding water.	<ul style="list-style-type: none"> National problem that CoW together with GRN should attend to. (Water from elsewhere). Also improved reclamation from Gammams. Improved water demand management.

1.5. Investment Framework

The CoW IIPS seeks to increase investment and improve the investment climate and enabling environment in the area by achieving the following goals.

- To create an enabling environment for investment
 - To reduce red tape by improving internal procedures and processes
 - To improve bulk infrastructure
 - To improve connectivity
 - To improve access to resources
 - To improve access to funding and incentives
- To identify investment opportunities
 - To identify comparative advantages
 - To identify key investment sectors
 - To identify potential projects
- To improve stakeholder and investor communication and stakeholder engagements
 - To improve CoW internal stakeholder communication
 - To improve CoW and potential investor communication
 - To improve CoW and existing business community communication
 - To improve CoW and other stakeholder communication
 - To create an efficient WED and Investment Partnership
- To improve regional competitiveness
 - To improve local business competitiveness
 - To improve local business productivity
 - To improve the education levels and skills
- To increase awareness of investment opportunities
- To develop investment promotion claims
 - To develop niche investment opportunities
 - To improve global rankings
- To attract investment
 - To encourage existing businesses/investors to expand their operations and production

- To encourage existing businesses/investors to enter new geographical markets (e.g. exports)
- To encourage existing businesses/investors to expand their product ranges
- To encourage new investors to invest in Windhoek

1.6. Strategic Guidance for Investment Incentives

The following strategic principles must guide the investment incentive decision:

- Investment incentives must form part of integrated spatial planning and frameworks.
- Coordinated infrastructure master plans must be developed to respond to integrated spatial planning.
- The Town Planning Schemes must be combined into a single plan which includes the expanded boundary area.
- Precinct Plans need to be formulated for mega-development and redevelopment of areas.

1.7. Principles for Investment Decision Making

Before any investment incentive decision is made, CoW must ask and be satisfied with the answers to the following questions.

- Would it contribute to BEE?
- Would it create sustainable employment and economic longevity?
- Would it contribute to the economy and to what extent?
- Does it contribute to spatial justice?
- Would it help with the integration of the areas of town? – e.g. mixed land use, mixed incomes, mixed-age profiles, bringing the eastern and western suburbs together.
- Would it make our land use more effective? – e.g. use underutilised land (such as the Show Grounds) more effectively and increase density, bringing poor people closer to town.

1.8. Investor Demands and Needs

The modern approach to investment attraction shows that investors are accustomed to increasingly superior service. This has increased investors' expectations from investment destination promoters, including, but not limited to, the following.

- The investor only wants to deal with one account manager or a few contact persons.
- Turnaround time on investment and projects must be fast and effortless.
- The investor wants to access to services 24/7. E-government services allow for investors to conduct business 24/7.
- Processes and procedures need to be simple, fast and efficient. For example, if the applicant has submitted contact details in one online application, then the applicant does not have to complete the same information in a second application.
- All processes and procedures need to have expected completion times.
- Any issue needs to be red-flagged and the client needs to be contacted immediately via their preferred method of communication.

Investors are in search of value when they invest. This implies that they want to maximise their benefits while limiting their costs. The figure below illustrates that benefits can be both functional and emotional, while costs can be monetary, time, energy or psychic (i.e. the effort associated).

$$\boxed{\text{Value}} = \frac{\text{Benefits}}{\text{Costs}} = \frac{\text{Functional Benefit} + \text{Emotional Benefits}}{\text{Monetary Costs} + \text{Time Costs} + \text{Energy Costs} + \text{Psychic Costs}}$$

CoW must use its institutional leverage to create value for investors. This may include creating soft landings for clients to maximise the functional and emotional benefits for investors or using its people and processes to provide easy, fast and efficient services to investors.

1.9. Investment Incentive Pathways (An Aspirational View of the Investor's Experience)

The study delineates an aspirational view of how investors may experience service delivery from CoW as it relates to investment. It further compares the current status quo with the aspirational investor experience before outlining the foundations on which the investment strategy should be built. These foundations include:

- CoW Vision and Mission
- Windhoek and CoW Brand
- Investment Data and Information
- Rankings in Indexes
- Integrated Planning
- Improved Stakeholder Engagements
- Investment One-Stop Shop
- Implement Effective E-Government Systems and Smart City
 - Stakeholder Engagement
 - Land Registry
 - Operations Centre
 - Project Management Centre
 - Performance Management System
 - GIS and Spatial Planning Data
- Marketing

1.10. Investment Strategy

1.10.1. Pillar: Upgrading of General Business and Innovation Environment

Investors are increasingly reviewing investment opportunities in a holistic manner that incorporates several factors. It is the responsibility of CoW to create and promote a more conducive investment climate that will provide potential investors with an attractive value proposition. Programmes and projects to upgrade the general business and innovation environment are outlined below.

Programmes	Projects
Annually conduct surveys and update local databases	<ul style="list-style-type: none"> • Conduct a Property Survey and update the CoW Property Database to determine land, buildings and other property that CoW has available that may be utilised for local economic development and investment attraction. • Conduct a Local Talent Development Survey and update the CoW Talent Database together with all local tertiary education institutions (i.e. what new talent is entering the market each year). • Conduct a Local Commodities Survey and update the CoW Commodities Database to determine what agricultural commodities are being cultivated within and around CoW. • Conduct a Community Survey and update the CoW Community Perception Database to track the community's perceptions of service delivery. • Conduct a Local Manufacturing Survey and update the CoW Manufacturers Database to update the list of manufacturers and what and how much they produce, as well as their perceptions of CoW's service delivery and barriers to expansion and development. The survey should also be used to identify potential opportunities through value-chain analysis. • Conduct a Local Tourism Survey and update the CoW Tourism Database to update the list of tourism-orientated businesses and what services they offer and how the tourism sector is performing, as well as their perceptions of CoW's service

	<p>delivery and barriers to expansion and development. The survey should also be used to identify potential opportunities through value-chain analysis.</p> <ul style="list-style-type: none"> • Conduct a Local Formal Trade Survey and update the CoW Retail Business Database to update the list local wholesalers and retailers in CoW, including the sector they compete in (e.g. FMCG, liquor stores, sport and recreational products, etc.) and to track the local trade sector's performance, as well as their perceptions of CoW's service delivery and barriers to expansion and development. The survey should also be used to identify potential opportunities through value-chain analysis. • Conduct a Local Informal Trade Survey and update the CoW Informal Traders Database to update the list local informal traders in CoW, including the products or services they sell (e.g. fruit and veg, take-aways, tourism trinkets, etc.) and to track informal trade sector's performance, as well as their perceptions of CoW's service delivery and barriers to expansion and development. The survey should also be used to identify potential opportunities through value-chain analysis. • Develop and update a local business database, delineating their registration and VAT status (i.e. formal or informal businesses, the sector they compete in, the main products and services they provide, their size and their contact details). • Conduct research that investment indexes require.
Create an investment-ready CoW land database	<ul style="list-style-type: none"> • Identify CoW-owned land available for development, e.g. power-line reserves. • Each parcel of land owned by CoW must be reviewed against the integrated planning with the purpose of developing: <ul style="list-style-type: none"> ◦ High-density residential precincts and ◦ Commercial and industrial precincts (including sectoral identification such as tourism precincts, agro-processing, logistics, etc.). • Conduct infrastructure and bulk services assessments on top investment property available.
Identify high development potential land and create investment-ready land parcels.	<ul style="list-style-type: none"> • Identify potential prioritised parcels of land that have high development potential but which are not currently owned by the city, with the purpose of making the current owner an offer to purchase the land or for future development by a third party, e.g. the Show Grounds. • Ensure that the physical structures and facilities (such as roads, rail lines, bridges and power supplies) needed are planned and implemented on the land by: <ul style="list-style-type: none"> ◦ Facilitating the review of existing infrastructure on each of the prioritised parcels of land and ◦ Facilitating the accelerated implementation of bulk service delivery on prioritised land.
Collect data from third-party sources	<ul style="list-style-type: none"> • Set up a process through which NSA, ministries and other entities provide investor-orientated data to CoW. <ul style="list-style-type: none"> ◦ Identify indicators and data sources. ◦ Develop service level agreements with data sources such as NSA. ◦ Setup a process through which data, in easy-to-consume formats (e.g. Excel or shapefiles), can be received from data sources.
Create an Index Improvement Plan	<ul style="list-style-type: none"> • Develop and implement an Index Improvement Plan <ul style="list-style-type: none"> ◦ Identify and target ten indexes on which CoW and Namibia should improve. ◦ Identify indicators or factors considered by these indexes. ◦ Conduct annual research that investment indexes require. ◦ Develop and implement strategies and plans to improve on index indicators or factors. ◦ Encourage investment indexes to include Namibia and Windhoek in their indexes by providing them with relevant data.
Develop sectoral plans for each of the identified focus sectors. Each sectoral plan must include survey results, the key value chains, high-level market supply and demand analysis and identified potential investment opportunities.	<ul style="list-style-type: none"> • Agriculture and agro-processing sectoral plan • Tourism sectoral plan • MSME sectoral plan • Transport and logistics sectoral plan • Social development services sectoral plan • Education and the knowledge economy sectoral plan
Create a potential investment project pipeline.	<ul style="list-style-type: none"> • Develop an investment projects prioritisation model to identify the top public and private investment opportunities. • Annually conduct 30 new high-level feasibility studies on the 30 best potential projects identified through the investment projects prioritisation model. Each high-level feasibility study must include a project description, an in-depth value chain,

	<p>supply and demand, potential export markets, high-level financials including CAPEX, five-years of OPEX, breakeven point and IRR.</p> <ul style="list-style-type: none"> Annually conduct six new feasibility studies based on the best potential projects identified during the high-level feasibility studies.
Collect, report and publish investment-orientated data, findings and reports.	<ul style="list-style-type: none"> Timeously and regularly, CoW must digitally publish (on its websites) the following. <ul style="list-style-type: none"> Windhoek and Khomas Regional data <ul style="list-style-type: none"> Economic and sectoral data and reports Demographic data and reports Labour data and reports Spatial data and reports Infrastructure data and reports Governance data and reports Sectoral reports <ul style="list-style-type: none"> Agriculture and agro-processing sectoral plan Tourism sectoral plan MSME sectoral plan Transport and logistics sectoral plan Social development services sectoral plan Education and the knowledge economy sectoral plan Survey data and reports <ul style="list-style-type: none"> Property survey data and report Local talent development data and report Community survey data and report Manufacturing data and report Tourism data and report Formal trade data and report Informal trade data and report Local business data and report Potential investment opportunities <ul style="list-style-type: none"> High-level feasibility studies Feasibility studies CoW, Khomas and Namibian investment and local economic development-orientated policies and strategies

1.10.2. Pillar: Business Attraction Management

One of the core functions of the investment unit must be to manage the process of business attraction and will include the following programmes and projects.

Programmes	Projects
Set up a dedicated investment management function in CoW	<ul style="list-style-type: none"> Create an investment unit that has the capacity to facilitate the improvement of the general business and investment environment in CoW, facilitate business attraction management and conduct investment promotion. In addition, the investment unit must conduct market research, update investment-related databases, facilitate the improvement of investment-related processes and procedures, and create guides to assist investors to navigate through investment processes and procedures. Create an investment one-stop-shop that is operated by the investment unit.
Improve stakeholder engagement	<ul style="list-style-type: none"> Create a stakeholder map that profiles and prioritises stakeholders into stakeholder groups, such as sectors they are interested in, existing or potential investor, media, etc. These profiles will inform the setup of the Customer Relationship Management (CRM) system. Establish a Local Economic Development and Investment Partnership. Create several access points for local business and potential investors to ask questions, make suggestions or submit a complaint. These could include: <ul style="list-style-type: none"> Investor One-Stop-Shop 'Contact us' pages and query forms on website Direct telephone line to Investment Unit Conduct 200 personal (one-on-one) meetings with existing investors, news reporters and stakeholders per year Participate in WED and Investment Forum (four times per year) Develop an enquiry management system (such as DNN ticketing system) which includes: <ul style="list-style-type: none"> A dedicated ICT system that captures all enquiries

	<ul style="list-style-type: none"> ▪ Auto-response email or SMS to clients to inform them of expected turnaround time on their enquiries based on the type of enquiry it is ▪ Enquiry management tools that forward enquiries to the investment unit manager ▪ Task allocation tools that allow the investment unit manager to sub-divide the request to one or multiple persons or department managers ▪ Task prioritisation tools that allow the investment unit manager to indicate the importance of tasks and to prioritise one task over another ▪ Sign-off tools that allow for the sign-off of tasks ▪ An enquiry and task dashboard that allows the investment unit manager to view and manage enquiries ▪ Communication tools that allow the investment unit manager to communicate and record communication between him/herself and the person who had: <ul style="list-style-type: none"> • Been allocated the task • Made the request ▪ Tracking tools that provide high-level reports and task-specific feedback
Identify potential investors	<ul style="list-style-type: none"> • Identify existing investors using the outcomes of the local manufacturing survey, local tourism survey, local formal trade survey, local informal trade survey and export market research, and which should be contained in the CoW manufacturers database, CoW tourism database, CoW retailers database, CoW informal traders database and the CoW local business database (see section 6.4.3.4). • Capture the business and personal data of those making enquiries and downloading reports from the investor websites, as well as those attending stakeholder engagement meetings such as the Local Economic Development and Investment Forum and attendees of meetings.
Create investment attraction tools and systems	<ul style="list-style-type: none"> • Facilitate the development of a CoW brand strategy at corporate level. • Facilitate the development of a CoW organisational communication plan that delineates content owners, how investment and economic development content will be collected, edited and made available to potential investors. <p><i>Note! The Investment Promotion Pillar will address additional investment attraction tools and systems.</i></p>
Create investment management tools and systems	<ul style="list-style-type: none"> • Develop a Customer Relationship Management (CRM) system that allows for the profiling of current, new and potential investors. Each profile must include information that will assist the investment unit to understand the needs of the investor and may include a variety of information such as the company details, their current business interest in CoW, who the decision-makers in the company are, any information that was extracted from previous engagements with the investor such as previous enquiries, challenges they may be facing to get an investment off the ground, land or service preferences, etc. • Develop an ICT system that allows for CoW to match investor needs with resources within CoW. The data for the system will come from the outcomes of the property survey, local talent development survey, local commodities survey, community survey, the local manufacturing survey, local tourism survey, local formal trade survey, local informal trade survey and export market research, and which should be contained in the CoW property database, CoW talent database, CoW commodities database, CoW community perception database, CoW manufacturers database, CoW tourism database, CoW retailers database, CoW informal traders database and the CoW local business database. • Develop a digital land registry that assists potential investors and local businesses to speed up the process of registering and transferring land.
Develop internal platforms to manage investment-orientated processes	<ul style="list-style-type: none"> • Create a CoW Working Group that focuses on any department or unit throughout the organisation that is involved in any of the top ten investment processes. Engage with all these actors to: <ul style="list-style-type: none"> ○ Build relationships with actors and explain the importance of investment to CoW ○ Create partnerships and agreements ○ Develop KPIs for steps in processes (i.e. what is measured gets done) ○ Assign accountability ○ Measure performance ○ Develop tools to facilitate hand-over between actors

	<ul style="list-style-type: none"> ○ Keep all actors informed and give praise where performance has improved • The CoW Working Group must work towards the establishment of an Operations Centre to collect, analyse and channel data in order to make better decisions. The Operations Centre must become the heart of all operations within CoW by coordinating all functions and tasks within the city. • The Operations Centre will host the Project Management Centre, which will be an ICT system that assists with the management of all projects and tasks within the city.
Facilitate better-integrated planning systems throughout CoW	<ul style="list-style-type: none"> • Facilitate integrated planning to determine the long-term growth path of the city. The investment unit must provide inputs on: <ul style="list-style-type: none"> ○ Developing a west-centralised commercial and industrial corridor to bring economic opportunities closer to labour pools and ○ Identifying high-density residential areas near current and potential economic opportunities. • Facilitate the updating of high-level strategic plans that focus on the spatial development plan of the city to provide guidance on the long-term growth path of the city. The Investment Unit must provide inputs into this process that will encourage investment, including: <ul style="list-style-type: none"> ○ Developing a west-centralised commercial and industrial corridor to bring economic opportunities closer to labour pools. ○ Identifying high-density residential areas near current and potential economic opportunities. ○ Identifying economic and social nodes with the aim to improve local transport and connectivity within the city. ○ Identifying areas for cluster development, including areas where intensive farming such as hydroponics, aquaponics and vertical farming can take place, while taking into consideration the water and land needs of such operations. ○ Using the information gathered through the Property Survey and CoW Property Database, identifying CoW-owned land available for development, e.g. power-line reserve. ○ Identifying potential parcels of land that have high development potential but which are not currently owned by the city, with the purpose of making the current owner an offer to purchase the land, e.g. the Show Grounds. <ul style="list-style-type: none"> ▪ Each parcel of land owned by CoW must be reviewed against the integrated planning with the purpose of developing: ▪ High-density residential precincts. ○ Commercial and industrial precincts, clusters or science or ICT parks (including sectoral identification such as tourism precincts, agro-processing, logistics, ICT, and knowledge economy, etc.). ○ Prioritise the available land based on the order of development, i.e. which precinct must be developed first, second, etc. • Conduct a review on the top ten investment-orientated processes <ul style="list-style-type: none"> ○ Identify the top ten investment-orientated processes. ○ Identify all steps and actors (departments, ministries, clients, other third-party entities, etc) within the process. ○ Review each step of the process, including the actors involved, documentation requirements, timeframes, handover and alerts, etc. ○ Identify methods to improve each step, including faster and more effective handover, digitising and digitalising the process, integrating the process into the CoW ICT system, removing duplication, improving client feedback, enabling client to make additional submissions when required, etc. ○ Identify reporting mechanisms to track investor-orientated processes to enable M&E at micro-level (i.e. every step or sub-step of a process) through to a high-level report indicating trends. • Develop and implement an e-government strategy to continuously incorporate processes and procedures into the CoW ICT system. The purpose of the e-government strategy will be ensuring the digitisation and digitalisation of processes to ensure faster, more efficient service delivery. It will further focus on developing and implementing new processes and procedures based on the outcomes of the investment-orientated process reviews. The outcome of the digital strategy will include an integrated view and guidance on: <ul style="list-style-type: none"> ○ Data management platforms, including for local policy and strategy documentation and spatial planning data such as GIS

	<ul style="list-style-type: none"> ○ All websites, social media and stakeholder engagement platforms (e.g. enquiry management system) ○ Project Management Centre in the Operations Centre ○ Land Registry ○ Performance Management System ○ Customer Relationship Management (CRM)
Facilitate investment incentive support	<ul style="list-style-type: none"> • Develop an incentive support programme for national incentives <ul style="list-style-type: none"> ○ Identify national investor incentives ○ Develop relationship with national investor incentive owners ○ Develop an investor checklist to assist the investor to determine if they qualify for national investor incentives ○ Develop investor 'to-do lists' to apply for national investor incentives ○ Assist investors to complete and submit their applications for national investor incentives.

1.10.3. Pillar: Investment Promotion

One of the core functions of the investment unit must be to conduct investment promotion. The table below delineates the investment promotion pillar's programmes and projects.

Programmes	Projects
Digital marketing strategy	<ul style="list-style-type: none"> Develop a digital marketing strategy that focuses on cross-platform marketing communication with existing, new and potential investors.
Develop several investment-orientated websites, including a Generic Investment website, an Agriculture and Agro-processing Investment website, Tourism Investment website, MSME Investment website, Transport and Logistics Investment website and Social Development Investment website	<ul style="list-style-type: none"> For each website, the following needs to be done: <ul style="list-style-type: none"> Set up hosting environment Develop website platform Create menu structure (i.e. list of webpages to be created) Select keywords to be used on website Select keywords per webpage for the website Create content for webpages <ul style="list-style-type: none"> Text Images Video Create action pages (contact us form, subscribe to newsletter, download investment information, go-to info-sharing portal, follow us on Twitter and other digital media) Implement buttons and links on all pages to lead visitors to action pages (calls to action) Create links to all other CoW websites, portals and social media Implement keywords within titles, descriptions, picture names and other metadata Purchase relevant domain(s) and direct to relevant site Launch websites
Conduct regular content maintenance and website performance tracking on websites	<ul style="list-style-type: none"> Continue to create content and archive out-of-date information Annually review website menu structure, calls to action, keywords and content Review website statistics monthly
Social media	<ul style="list-style-type: none"> Create a YouTube channel that showcases investment-orientated information of CoW and investment opportunities in Windhoek Create videos showcasing investment-orientated information of CoW and investment opportunities in Windhoek Load all video on the YouTube channel Create an Investment Twitter account Create and post daily tweets Monitor all social media platforms three times per day.
Bulk mailers	<ul style="list-style-type: none"> Send monthly personalised bulk mail to: <ul style="list-style-type: none"> all subscribers agriculture and agro-processing subscribers tourism subscribers MSME subscribers transport and logistics subscribers social development subscribers knowledge economy subscribers Review read, soft and hard bounce and subscriber numbers monthly
Adword campaigns	<ul style="list-style-type: none"> Set up investment Adword campaigns <ul style="list-style-type: none"> agriculture and agro-processing subscribers tourism subscribers MSME subscribers transport and logistics subscribers social development subscribers knowledge economy subscribers Review Adword campaign statistics monthly
Personal selling	<ul style="list-style-type: none"> Create an ideal customer profile Create a sales funnel and load each prospect to the CRM system Conduct 50 personal (one-on-one) meetings with prospects
Brochures	<ul style="list-style-type: none"> Design brochures, including: <ul style="list-style-type: none"> generic investment brochure agriculture and agro-processing investment brochure tourism investment brochure MSME investment brochure

	<ul style="list-style-type: none"> ○ transport and logistics investment brochure ○ social development investment brochure ○ knowledge economy investment brochure • Print the various investment brochures
--	--

1.11.IIPS Implementation Plan and Monitoring and Evaluation Framework

The IIPS Strategy provides a project-based budget and budget responsibility framework.

1.12.Monitoring and Evaluation

The IIPS Strategy provides a Monitoring and Evaluation Framework (M&E), including project-specific impact monitoring and thematic priority area impact monitoring based on objectives of M&E in the context of the WED Strategy.

1.13.Risks and Mitigation

The successful implementation of the IIPS is subject to risks, and CoW should take cognisance and be aware in order to mitigate proactivity. Risks can be categorised in three groups:

- **On National level:** Where CoW will not have much influence to mitigate, i.e. Namibia's credit rating by international financial institutions. Being aware the mitigation for CoW is to become in itself economical independent to portray investor confidence.
- **On Institutional level:** CoW is in control, or should be, of the implementation of the IIPS. The Strategy should be seen as whole and not lose-standing projects. The political will to implement should be expressed not only in words, but also in deeds. The first important recommendation to the success is the creation of an "Investment Unit" who should be empowered on high level with the authority, responsibility and accountability to implement the IIPS.
- **On Project level:** Once investment projects/incentives has been developed, risks for each project need to be identified, monitored and if not on course, mitigation should follow.

2. Introduction

This section introduces the purpose of the study, the study location and how the study was conducted. To inform the study, the study team had to conduct extensive research, which was packaged within a status quo document. The status quo further contains a baseline for the potential analysis in Windhoek, which in turn will be used for the Windhoek Investment Incentives and Promotion Strategy 2021 - 2026 (IIPS).

2.1. Purpose of the Study

The purpose of the assignment was to develop a five-year Investment Incentives and Promotion Strategy (IIPS) for City of Windhoek (CoW). The IIPS study was conducted in conjunction with the Windhoek Economic Development Strategy (WED) which evaluated and prioritised potential economic development and investment initiatives in line with the organisation's strategic and departmental objectives to realise the attraction and retention of investment in the city. The WED study further identified and prioritised key investment opportunities through a comparative analysis. The study has proposed viable and sustainable instruments that will position CoW and which can be implemented to attract, retain, and grow investment in the city. Investment opportunities were prioritised and packaged for identified potential investors.

The IIPS study reviewed the investment environment within the city, including the review of foreign direct investment (FDI), key sectors and CoW functions, and priority areas such as service delivery, technical skills development, employment creation and retention, and infrastructure development (power generation, water, servicing of land, ICT, industrial / commercial facilities.) The IIPS study concludes with an implementation plan and a proposed monitoring and evaluation mechanism.

The Terms of Reference (ToR) for the study specified specific aspects to be addressed. Table 1 shows the alignment between the ToR and the study.

TABLE 1: IIPS STUDY ALIGNMENT WITH TOR

ToR Request	Comment
The primary focus of the study is to have a strategy document that recommends viable and sustainable instruments that CoW can implement to attract, retain, and grow/expand investments to or in Windhoek.	Viable and sustainable instruments that CoW can implement to attract, retain, grow/expand investments to or in Windhoek are discussed in section 6 of this document.
Investment incentives should focus on, amongst others, the below areas of development that can be implemented: <ul style="list-style-type: none"> • Manufacturing • Service delivery • Technical skills development • Employment creation and retention • Infrastructure development (power generation, water, servicing of land, ICT, industrial /commercial facilitation) 	The proposed investment incentives are outlined in section 5 of this document.
The study must be guided by the CoW's strategic objective to "Provide an Enabling Environment for Tourism, Trade & Investment" as well as the Departmental Objective to "Facilitate tourism, trade & investment opportunities in Windhoek".	The strategic guidelines of CoW are considered in this study and have been included in the status quo document.
The goal of the study is to develop and publish a five-year Investment Incentives and Promotion Strategy Report as well as a Public Guide for CoW. These tools will outline the City's intent and focus in terms of attracting new local and foreign direct investments into the capital over the next five years. The study must: <ul style="list-style-type: none"> • Document, evaluate and prioritise choices and imperatives. • Identify and present a strategic plan (new initiatives/programmes) that can be undertaken by Council supported by a realistic implementation and monitoring plan that is in line with the organisation strategic and departmental objectives to realise the attraction and retention of investment into the City of Windhoek. 	The goal is achieved in the five-year implementation plan of this study in section 7.1.
	All initiatives, as well as the implementation plan and monitoring and evaluation framework, are delineated in section 7. The strategy includes recommendations, while the implementation plan provides high-level

<ul style="list-style-type: none">Recommend and costing investment promotion measures and tools that Council can employ to achieve its goal to attract new local and foreign investments and retain existing investments in the City.	costing of all investment promotion tools and activities.
The study must further:	
<ul style="list-style-type: none">Evaluate, document and prioritise fiscal and non-fiscal instruments used locally, regionally (SADC) and internationally (applicable to local authorities) and recommend competitive yet viable individual investment incentives as well as investment incentive packages that can be offered by CoW.	Local, regional (SADC) and international case studies were conducted to identify best practices. This was discussed in detail within the status quo document and summarised in section 4.5 of this document.
<ul style="list-style-type: none">Assess best practices in other SADC countries and in Namibia, converting the identified areas of development that can be implemented.	
<ul style="list-style-type: none">Recommend how the investment incentives programme should be managed in order to standardise all processes (considering the local authority environment) to ensure speedy approval turn-around time and mitigate misuse.	Section 6 discusses in detail what CoW's approach must be towards investment and business attraction management. All initiatives are listed in the implementation plan of this study in section 7.1, while the monitoring and evaluation plan is delineated in section 7.3.
<ul style="list-style-type: none">Identify and plan, based on selected target markets, new investment promotion initiatives to be undertaken between 2019 and 2024.	
<ul style="list-style-type: none">Develop an implementation plan with priorities, timeframes (short (1 year), medium (3 years) and long-term (5 years)) and required resources (human and financial) of the programmes / initiatives recommended in the strategy.	
<ul style="list-style-type: none">Identify reporting, monitoring and evaluation mechanisms to determine the impact of individual investment incentives and promotion measures recommended for the timeframe 2019 to 2024.	
The study further:	
<ul style="list-style-type: none">Consulted relevant internal and external stakeholders.	Extensive stakeholder engagements were conducted as part of the study and were discussed in detail in the status quo report and summarised in section 4.5.
<ul style="list-style-type: none">Examined local and FDI trends over the past five years and external influences affecting Windhoek.	FDI and investment trends are analysed and discussed in section 4.
<ul style="list-style-type: none">Identified local, regional and global FDI trends.	
<ul style="list-style-type: none">Undertook local and FDI SWOT analysis for Windhoek.	All initiatives, as well as the implementation plan and monitoring and evaluation framework, are delineated in section 7. The strategy includes recommendations, while the implementation plan provides high-level costing of all investment promotion tools and activities. Potential sources of information for investment promotion are listed in section 6.4.3.4.
<ul style="list-style-type: none">Analysed Windhoek's competitors in terms of local FDI.	
<ul style="list-style-type: none">Identified and recommended priority areas for development, best practices to stimulate investment in target sectors and industries.	
<ul style="list-style-type: none">Compared CoW's existing investment promotion tools with those of other local authorities.	
<ul style="list-style-type: none">Reviewed existing investment promotion processes and material at CoW and recommended improvements to processes, material as well as the identification of new processes, tools and needed resources to be incorporated into the strategy.	An extensive policy analysis was conducted in the status quo document and summarised in section 2.5
<ul style="list-style-type: none">Identified information / data relevant to investment promotion and sources for future reference.	
<ul style="list-style-type: none">Reviewed local and national regulatory environment.	

2.2. Study Location

Namibia is divided into 14 regional councils and 57 unitary local authorities comprising 13 municipal councils, 26 towns and 18 village councils. The municipal councils are further subdivided into three Part I municipalities (cities) and 15 Part II municipalities. CoW is a Part I municipality.

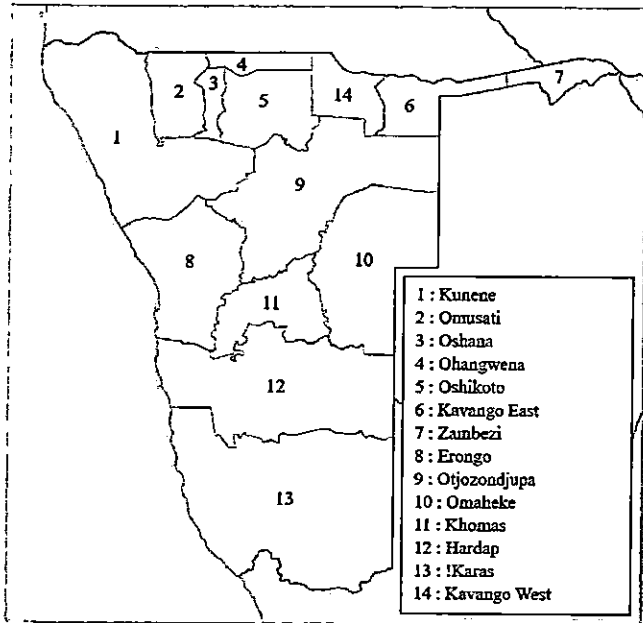
CoW is in the Khomas Region. As illustrated in

Map 1, the Khomas region is located at the centre of Namibia in a basin between the Khomas Highlands, the Avis mountains and the Eros mountains, about 1650m above sea-level.

The Khomas region borders four other regions, namely:

- Erongo – towards the west
- Otjozondjupa – towards the north
- Omaheke – towards the east
- Hardap – towards the south

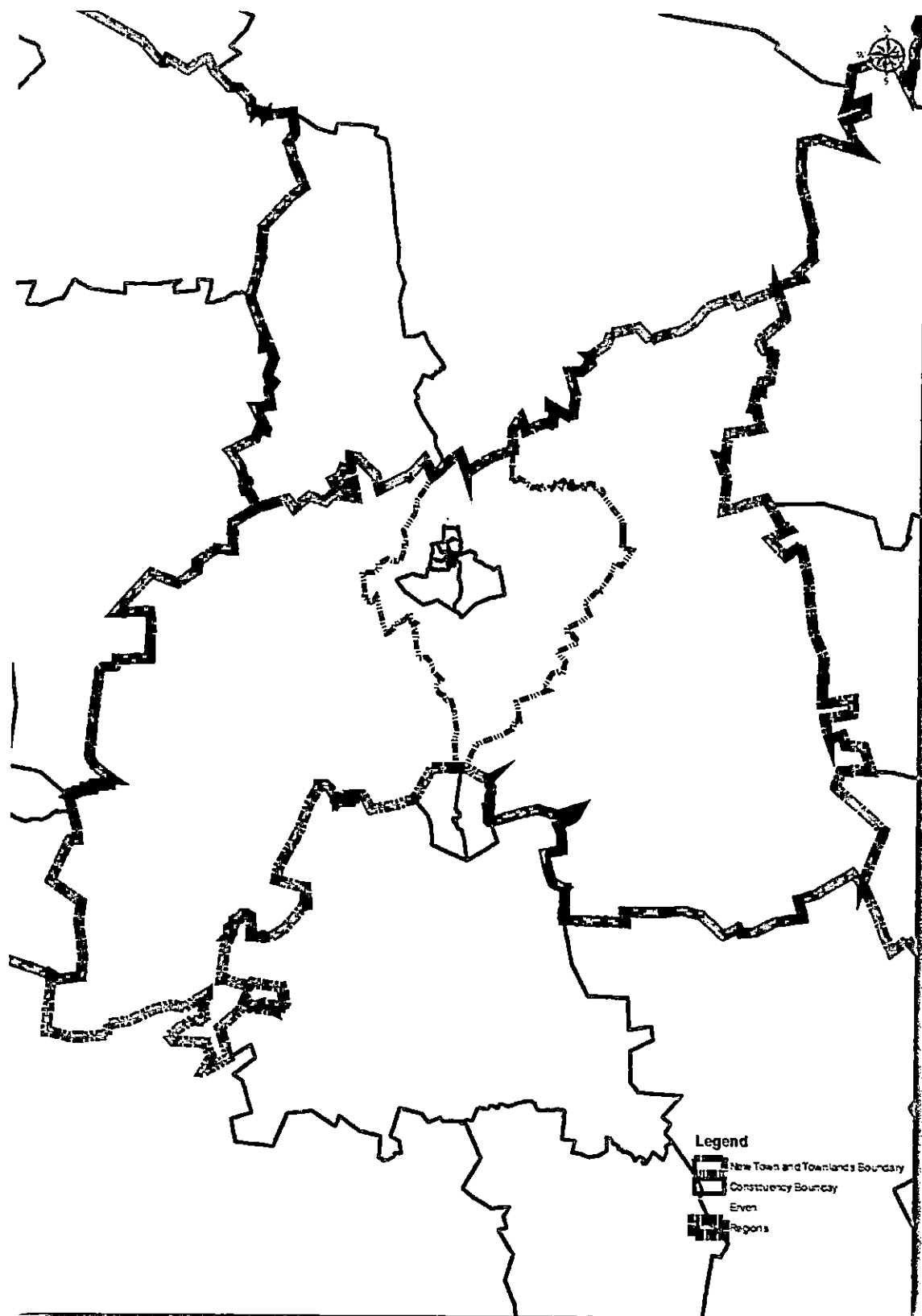
According to the Khomas Development Profile of 2015, the Khomas region covers a total area of 36,861km², which is about 4.5% of the total area of Namibia. Map 2 illustrates Windhoek's position in the Khomas Region based on its current and previous demarcation, while Map 3 shows the constituencies within



Windhoek.

MAP 1: REGIONS OF NAMIBIA

MAP 2: WINDHOEK'S POSITION IN KHOMAS REGION BASED ON NEW AND OLD DEMARCATION

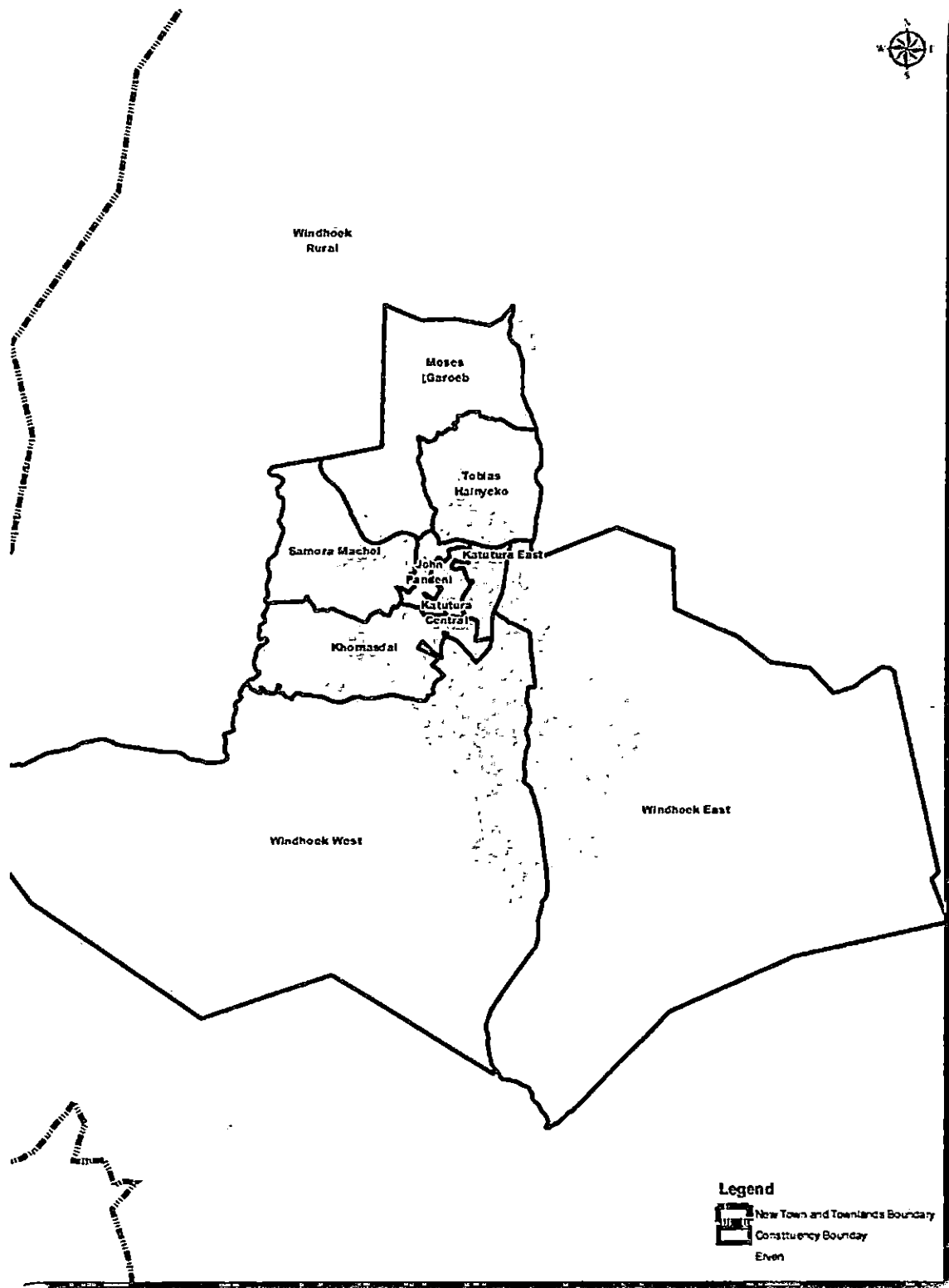


SOURCE: URBAN-DYNAMICS, 2019

Windhoek Investment Incentives and Promotion Strategy 2022 – 2027

FINAL STRATEGY REPORT

MAP 3: CONSTITUENCY BOUNDARIES



SOURCE: URBAN-DYNAMICS, 2019

2.3. Study Methodology

This WED study focused on identifying investment opportunities, using a comparative advantage approach. The study assumed that investors who want to invest within Windhoek needed to decide on where in the country they wish to invest and consider that they will be seeking the best option within the country to do so. The study therefore considered all regions as competitors to Windhoek (see Chapter 7.3 of the status quo document). Where comparative advantages were identified and where data allowed for analysis, the opportunity was further investigated by identifying which CoW constituency had the best comparative advantage. These constituencies are illustrated in Map 3 on page 19 of this document, while the comparative advantages were highlighted in the development profile of the status quo document and the potential analysis in the status quo document.

The IIPS study focused on the business environment within which investment takes place and how CoW should approach business attraction management and investment promotion. The study further identified the needs of potential investors and how these should be addressed. The study conducted stakeholder engagements and case studies to delineate best global practices. The findings focused on how CoW can create a conducive environment for investors by reducing factors that may discourage investors to invest and to create incentives for investors to invest in Windhoek.

2.4. Study Deliverables

This section will briefly outline the study deliverables outlined by the ToR. The study deliverables for the IIPS are:

- Report on progress, challenges and persons consulted following each phase of the consultancy – electronic MS Word.
- Investment Incentives and Promotion Strategy document 2018 – 2023 Main Report including scope and methodology, reporting, monitoring and evaluation mechanisms as well as implementation plan, estimated costs and timeframes – electronic MS Word on two (2) flash drives and one-hundred (100) hard copies.
- Public Guide of Investment Incentives and Promotion Strategy document 2018 – 2023, i.e. a summary of key findings, choices, imperatives, costing, and plan, as well as relevant information for the target audiences – electronic MS Word on two (2) flash drives and five-hundred (500) hard copies.

Note! The strategy documents' dates were adjusted to 2021 – 2026 to coincide with the financial year of the municipality.

2.5. Document Structure

2.5.1. Status Quo

To inform the study, the study team had conducted extensive secondary and primary research. This information was packaged within a Status Quo Document with the following chapters:

Chapter 1: Introduction, purpose and rationale of the study

Chapter 2: Overview of the policy framework

Chapter 3: Reference framework, including economic development and investment concepts

Chapter 4: Global, regional and local investment, trade and marketing outlook

Chapter 5: Status quo profile of Windhoek

Chapter 6: Synopsis of interviews and surveys conducted

Chapter 7: Potential analysis

Chapter 8: Best practices and case studies

2.5.2. WED Strategy

This Windhoek Economic Development Strategy focused on a strategic framework for economic development, including investment opportunities and its associated programmes and pillars. The WED document has the following chapters:

Chapter 1: Introduction, purpose and rationale of the study

Chapter 2: Overview of the status quo profile, including policy framework, key issues and comparative analysis

Chapter 3: WED Strategic Framework (incl. programmes and projects)

Chapter 4: WED Implementation Plan and Monitoring and Evaluation Framework

2.5.3. IIPS Strategy

This document focuses on the Investment Incentives and Promotion Strategy Pathways and its associated Programmes and Pillars. The document has the following chapters:

Chapter 1: Executive summary

Chapter 2: Introduction, purpose and rationale of the study

Chapter 3: Overview of the status quo profile, including policy framework and key issues

Chapter 4: Overview of trade and investment, including case studies and key learnings

Chapter 5: Outlines the investment framework of the study

Chapter 6: Outlines the Investment Incentive Pathways and the foundations that CoW needs to lay for investment to take place

Chapter 7: Delineates the IIPS Implementation Plan and Monitoring and Evaluation Framework

Chapter 8: Draws the attention to Risks and Mitigation for the successful implementation of the IIPS

Chapter 9: Bibliography

Chapter 10: Addendums: Lists sector keywords, give samples of a project scorecard and a project management report

3. Summary of Status Quo

The policy framework provided the legislative framework within which these studies were conducted. It identified the mandate and functions of CoW, how they relate to economic development, and investment incentives for potential and existing investors within the area. It further identified key issues within the city.

3.1. Policy Framework

The policy framework provided the legislative framework within which this study was conducted. It identified the mandate and functions of CoW, and how they relate to potential and existing investors within the area.

National Policies reviewed were:

- The Constitution of The Republic of Namibia
- Vision 2030
- Local Authorities Act 23 of 1992
- Decentralisation Enabling Act 33 of 2000
- Trust Fund for Regional Development and Equity Provisions Act 22 of 2000
- Namibia Foreign Investment Act (1990)
- Export Processing Zones Act 9 of 1995
- Growth-at-Home Strategy
- Public Procurement Act 15 of 2015
- Namibia Investment Promotion Act 9 of 2016
- Namibian Tourism Board Act (Act 21 of 2000)
- The National Policy on Tourism for Namibia 2008
- Policy on Tourism and Wildlife Concessions on State Land (2007)
- National Tourism Investment Promotion and Profile Strategy 2016 – 2026
- Environmental Management Act, 2007
- National Policy on Climate Change for Namibia, 2011
- National Policy on Community Based Natural Resource Management (CBNRM), 2013
- Namibia's Second National Biodiversity Strategy and Action Plan 2013 – 2022

CoW Policies reviewed were:

- Local Economic Development Strategy, 2010 – 2015
- Local Economic Development Strategy Review Report 2010 – 2015
- CoW Town Planning Scheme
- Special Projects Policy
- CoW Business Development Strategy
- CoW Public Private Partnership Policy

Other CoW Mandate and Functions relevant to this study are:

- CoW's Vision: To be a SMART and Caring City by 2022
- CoW's Mission: To enhance the quality of life for all our people by rendering efficient and effective municipal services
- CoW Strategic Objective: "Provide an Enabling Environment for Tourism, Trade and Investment"
- Departmental Objective: "Facilitate tourism, trade and investment opportunities in Windhoek"

3.2. Key Issues

3.2.1. In-Migration

In-migration is a phenomenon occurring all over the world. People migrate to areas which they perceive to have better socio-economic opportunities. In Windhoek's case, many people from outside of Khomas move to the area for better job opportunities (or lack of job opportunities in their own area), education, health care, etc.

It is estimated that the Khomas population in 2018 was between 431,938 and 433,939, of which between 415,074 and 416,997 lived in Windhoek. It is projected that in 2030 the Khomas population will be between 644,073 and 654,550, of which between 626,229 and 636,416 will live in Windhoek. This implies that the city's population is likely to increase by about 50% in 12 years.

This will have a serious impact on spatial planning and housing, local transport, food and water security, education and health institutions, and the local economy in Windhoek. Some of these issues will be briefly discussed below.

- The impact of in-migration on the economy depends greatly on the skills of the migrants. Skilled migrants are highly sought after as these individuals can greatly contribute to the economy, while unskilled labour generally tends to be a burden on the host. Based on the national education profile, it is expected that Windhoek will receive predominantly unskilled labour.
- In-migration of unskilled labour may result in Windhoek having a huge pool of cheap labour.
- In-migration will increase consumption and market demand within Windhoek.
- In-migration can have an impact on social cohesion. While globally it is accepted that a multi-cultural society is normally good for a city, on occasions it can lead to friction, discrimination and violence between cultural groups.
- In-migration tends to lead to considerable leakage, especially amongst labour migrants where one person will move and work in the city but will send a proportion of his or her income to non-migrant family.
- Housing demand will increase significantly. In Windhoek, this demand will predominantly be at below entry level, which is not financially feasible for the private sector to supply.
- Windhoek will experience increases in local transport demand. Since a large proportion of people are dependent on taxis for transport, the city may experience an increase in congestion as the number of taxis increase to meet demand.
- In-migration will place strain on resources and infrastructure. In Windhoek, this will especially be felt with bulk infrastructure and services such as healthcare, education and policing.
- In-migration will place strain on water and food security.
- In-migration will test the effectiveness and enforcement of local policies and by-laws. This will especially be felt with informal and backyard dwellings, illegal connections and urban sprawl.

3.2.2. Water Security

With the average rainfall at about 350mm p.a. and the nearest perennial water source over 700 km away, water is an ever-present concern in Windhoek. CoW is responsible for water supply, sewage collection and treatment for each of the city's 22 localities. CoW covers about 99% of households for water and about 75% for sewage. (Scheepers, 2017)

Water is supplied to the city from multiple sources. The main source of supply is surface water from the 3-dam system (Omatako-Swakoppoort-Von Bach) which is supplied by NamWater. The water from the 3-dam system is treated by NamWater at the Von Bach Water Treatment Works (VBWTP) near Okahandja, from where it is transferred to Windhoek by the Von Bach – Windhoek Transfer Scheme. NamWater can augment this system with groundwater from the Karst area through the Eastern National Water Carrier during emergency drought periods.

The City of Windhoek augments the water supplied by NamWater with groundwater abstracted from the Windhoek Aquifer through the CoW's own boreholes. In addition to this CoW also makes use of the following unconventional water resources:

- Direct potable water reclamation through the New Goreangab Water Reclamation Plant (NGWRP);
- Reclamation of semi-purified water used for restricted irrigation;
- Managed Aquifer Recharge of the Windhoek Aquifer with surface water which can be abstracted during periods of drought.

The City has an existing water demand in the order of 30 million m³/annum of potable water (82,200 m³/day). Of this, about 75% is supplied by NamWater, Namibia's national bulk supplier from surface water sources. During 2015, CoW sourced and supplied 4% from around 50 boreholes and 22% from the water reclamation plant, as well as 4% non-potable reuse for irrigation. CoW can reclaim approximately 5.09 million m³ of water/annum. (Scheepers, 2017). The average daily semi-purified water demand is in the order of 4000 m³/day and maximum supply rate is in the order of 6000 m³/day, however the demand peaks in the summer is as high as the maximum supply rate leaving close no additional capacity with the current system setup. The current limitation is a section of pipeline from the Old Goreangab Water Reclamation Plant (OGWRP) of capacity can be increased to increase the supply rate. (City of Windhoek Bulk Water: Husselman, S; Theron, J J; Adams, R)

CoW's ability to supply water is vulnerable to both drought and increased rainfall intensity (Scheepers, 2017):

- Drought:

Reduced rainfall and increased evapotranspiration → reduce available water from surface water sources and groundwater resources → a reduced volume of treated wastewater and water available for reclamation.

Industries may be affected, which has a knock-on effect on the economy.

- Increased rainfall intensity:

Potential to damage the catchment areas and increase the siltation of surface water resources.

Flooding can directly affect the ability of assets to work.

Flooding and increased rainfall intensity can lead to ingress into sewer systems, potentially overwhelming them and hydraulically overloading wastewater treatment plants and polluting of downstream surface water resources.

It is evident that Windhoek currently has a lack of water resources that are not vulnerable to both droughts and increased rainfall intensity. This will also affect economic development as CoW will have to make several difficult choices regarding this resource. This may include excluding water-intensive industries from its industry mix.

- It should be noted that several projects or currently being investigated on a national and regional scale to ensure sustainable and resilient water supply to the Central Areas of Namibia (CAN) including Windhoek. NamWater is currently investigating the implementation of the following large scale projects that will ensure sustainable water supply to Windhoek;
- Desalination and transfer of water from the Central Coast to CAN;
- Okavango River abstraction and link to Eastern National Water Carrier.

In addition to these projects CoW is also busy with the investigation and possible near future implementation of the following projects to increase the long term water supply and resilience (City of Windhoek Bulk Water: Husselman, S; Theron, J J; Adams, R):

- The extension of Gammams Waste Water Treatment Plant to increase the wastewater treatment capacity. In addition, CoW intends to increase the direct potable reuse capacity with the expansion of their reclamation facilities. These two plants will have a direct influence in the security of supply of potable and possibly semi-purified water which will have a positive effect on the current developments in and around Windhoek;
- The establishment of the final Managed Aquifer Recharge (MAR) system which will enhance and make the Windhoek Aquifer a possible sustainable water resource;
- The establishment of pre-treatment for some borehole sources;
- Expansion of the Semi-Purified supply system to better harness the available capacity within the Goreangab dam.

3.2.3. Food Security

The lack of agriculture in and near Windhoek is of concern, as it directly influences food security. In 2018, Khomas had about 133,740 households, while the average household consumption in Namibia amounted to about N\$119,065. About 36% of all household income is spent on food and beverages. Using these figures, it is estimated that households in Khomas consume about N\$5,7 billion p.a. on food and beverage. Khomas on the contrary, had only produced N\$4.26 billion agricultural produce in 2011, which may have declined since nationally, the industry had declined by 2.67% p.a. between 2011 and 2016.

3.2.4. Housing

Housing is and will remain a serious issue in Windhoek. A significant share of households already lives in informal communities, predominantly towards the north and north-west of the city. It is estimated that about 31% of households in Khomas lived in improvised housing units or shacks in 2011. If this rate persisted, then 41,459 households in Khomas would have lived in shacks in 2018. The influx of people that will be accelerated by in-migration will create significant additional demand for housing. If current growth rates are considered, then by 2030, Windhoek may require an additional 50,000 to 65,000 housing units.

The private sector is highly capable of supplying enough housing for the low- to upper-income housing brackets. The biggest unfulfilled demand is within the below-low-income housing bracket. This market is unprofitable or has very low margins for construction companies. Super-low income housing units will not be constructed without government intervention.

3.2.5. Budget Constraints

From consultation with various Strategic Executives within the City of Windhoek, it was apparent that the municipality is currently experiencing financial constraints which in return hampers serviced land delivery across all income housing brackets. The CoW fell behind with serviced land delivery, which also in turn inflated property prices. During the recent past, the CoW also committed to various social servicing projects, resulting in a poor return on capital investment, if any.

3.2.6. Urban Transport and Communication

Like in most cities, the citizens of Windhoek spend a significant portion of their income on transport and communication. About 7% of household consumption in 2011 was spent on transport, which is more than health and education consumption combined. It is estimated that in 2018, about N\$1.1 billion was spent on transport and communication in Khomas. (Calculated from data from Namibia Statistics Agency (NSA), 2018)

3.2.6.1. Roads/Transportation Network: Planning

HISTORICAL PLANNING:

Windhoek is currently experiencing very large road network upgrades and expansion under the auspices of the Roads Authority. These planning was already concluded in the early 1970's between

the then Ministry of Works and Transport and the CoW's City Engineers department. With that planning the necessary land could be reserved and all new township development was formed accordingly.

Thereafter the planned road network was upgraded and expanded on an ongoing needs basis. The vision and foresight of the roads engineers from that era is commendable.

Thereafter transportation/traffic studies were done on a regular basis to update and to be revised in the 5 year implementation plans.

CURRENT PLANNING:

Although the city already has a reasonable urban transport system, there is significant room for improvement.

The Sustainable Urban Transport Master Plan (SUTMP) was completed in 2013 which recommended an implementation plan of various projects to be developed in order to keep up with the City's rapid expected population growth rate, which will inherently enable economic development. The SUTMP implementation plan included cross-cutting measures, public transport measures, non-motorised measures and transport management measures with specific projects to be implemented across the period from 2013 to 2033 (and beyond). (Deutsche Gesellschaft für Internationale Zusammenarbeit - giz, 2013)

Unfortunately it seems that none of the findings and recommendations was implemented. In fact the last major arterial road upgrade was done in 2004, being the extension of Robert Mugabe Road to the north. But the traffic density continues to grow.

Although some of the initial SUTMP projects, such as the compilation of the NMT Strategy, were implemented, the implementation of the SUTMP plan fell behind the proposed programme due to the CoW's budgetary constraints and inherently demotes economic development to keep up with the city's growth rates.

The reason for not keeping up with the SUTMP implementation plan can also be attributed to the financial situation and insufficient budgetary allocation towards transport development. Funds such as the Urban Arterial Account (UAA) was initially established to support the sustainable development of urban transport infrastructure, however it seems that the UAA is not shown on the CoW's financial statements.

There are also a few planned but not yet implemented road links that places a specific strain on the effectiveness of the traffic flow of the Windhoek road network. This can be attributed to road projects not receiving priority in the Council's budget, thus it also seems that there are no attempts or programs to have these links implemented.

FUTURE PLANNING:

From a developers view point, confidence is looked-for, i.e. 'will my development have a permanent good access'. Secure access remains the most important item when considering development. The absence of an updated and active transportation plan needs to be addressed to create developers trust.

3.2.6.2. Public Transport Modes:

The main constraint for public transport is relative low residential densities, which increases the cost of operating public transport systems. The Origin Destination matrix is also complex dispersed with limited strong trend lines. In addition, there is limited alternative transport infrastructure such as non-motorised transport (NMT) infrastructure.

To date a lot was done, but to some extent in isolation. There is a need to be more interactive and liaison between the different modes of transport in the planning and operations stages.

RAIL

There are studies done on the feasibility of commuter rail between the CBD and Katutura, and also external: From Windhoek to Rehoboth. There are still no definite implementation plans.

BUS

The “move Windhoek” initiative resulted in a large expansion in the number of busses in Windhoek. Routes still need to be optimised, an ongoing effort as demands changes.

TAXI

While others are planning and considering the taxis is fulfilling a very important, unsubsidised transport service. There is a need to control quality and safety. The value taxis are adding should not be under estimated. A sedan car remains popular as choice for a taxi.

NON-MOTORISED TRANSPORT

CoW has prepared a NMT strategy in conjunction with the giz and the Ministry of Work and Transport. The strategy is still to be approved and adopted by Council. The implementation plan of the NMT Strategy is broken up into a number of phases of which a part of the 1st phase implementation is under consideration as a pilot project.

3.2.6.3. Roads vs Transportation Corridors:

Reference to “road network” has become outdated; the more correct reference should be “transportation corridors”.

It is often said that “no more roads should be built” But the reality is the better the roads the better the other transport modes can operate.

The importance of a realistic and active transport master plan cannot be over emphasised as a first step to create developers confidence.

3.2.6.4. Financing of Transport Corridors:

The CoW has instituted the Urban Arterial Account (UAA) in the late 1990’s to secure and to allocate dedicated funds for roads to the Account. The rational was that with rezoning betterment and endowment is payable: The “roads” component of these payments was allocated to the UAA. The understanding was that the UAA was quite strong: Money contributed towards the upgrading of roads; but never used. In consultations with the finance department it seems that this fund and funds has allocated to the bigger “basket”. An opportunity lost to expend money on roads that was collected for that purpose.

3.2.6.5. Funding Options:

The greater part of Windhoek was since the early 1970's, developed on a self-sustainable basis through dedicated "township development" funds: For each specific township development a dedicated development fund/suspense account was created. Infrastructure development was pre-financed from the funds and expenses were recovered through the selling of erven. If a profit on erf sales was made, CoW benefited. In any PPP arrangement these "profits" must be shared, which is to the disadvantage of the CoW. The success story of the recent past needs to be reinstated.

3.2.6.6. Budget:

In consultations with Strategic Executives it is understood that a new budget format was introduced: The consideration is to have a more "modern" private sector approach and to use formats in line with what financial institutions would require if funding is considered. Although the new format was mentioned, no hard copy of the budget could be made available at that point in time. Although there is merit in this initiative the bottom line remain liquidity and sound fiscal policies. The fact that the UAA cannot be accounted for can be experienced as a negative.

3.2.7. Smart City

Although CoW expressed the vision to become a SMART City, there is little evidence of efforts towards this. It is understood that the CoW's ICT is embarking on a City wide free for all Wi-Fi platform. The exact details and status of the city wide Wi-Fi project could not be establish due to the availability and several attempts to meet with the ICT representatives.

It should be noted that city wide Wi-Fi does not implies a "smart city". Wi-Fi is mere a means to the purpose. The purpose of a Smart City is "service delivery". The driver for the smart city should therefore be the service concept, and Wi-Fi just the "vehicle" to implement.

It is important that the proposed Investment Unit takes ownership of the Smart City concept and develop the criteria and user requirements, then the Wi-Fi platform and single user ID concept for residents should follow to suit.

It should also be noted that the Smart City concept is not just converting the current paper based system to an e-format, the current processes and procedures, which are predominantly paper-based, should first be streamlined and then be transferred to the e-Format for the Smart City.

It should also be remembered that any system, paper based or e-Format needs to be maintained and managed. Again such a Smart City effort needs a champion/owner to co-ordinate and steer the process. Then Wi-Fi just becomes a service.

The city has limited SMART City operational infrastructure, such as monitoring and managing electricity, potable and non-potable water, sanitation, refuse removal, transport, streetlights, traffic and traffic lights and other operations via efficient SMART technologies. But it seems that that was develop on a subject basis and not on an integrated basis with a comprehensive objective including all CoW services. This stresses the point to implement the Smart City from top to bottom.

It was indicated by several key stakeholders that by even improving the paper processes by making them simpler, faster and more reliable will already serve as an incentive for them to conduct more business in Windhoek.

3.2.8. Education Levels

Namibia's population has low levels of education with only 21.9% of females and 23.3% of males over 15 years of age having completed secondary education and an additional 8.1% of females and 7.8% of males having completed tertiary education.

Windhoek does have good educational infrastructure with several primary and secondary schools and the presence of the University and Vocation Training Cluster (UNAM, NUST (PoN), IMU.) This cluster provides Windhoek with a comparative advantage within education and skills compared to the rest of Namibia.

3.2.9. Tourism

Many tourists do not perceive Windhoek as a tourism destination, even though it has the potential to provide good tourism products to visitors. As a main port of entry, CoW can leverage this advantage by creating a tourist product that will captivate tourists for a day or two after they arrive and before they leave.

The main constraint to tourism is underdeveloped tourism sites and attractions. Although Windhoek has many potential sites and attractions, few offer more than an adequate experience. For instance, the National Museum has few art exhibits, no guides and no interactive displays.

4. Trade and Investment Outlook

This section provides a glimpse into global investment as well as the trends thereof. The section also provides an overview of the investment trends for the SADC regional corporation and the foreign investment inflows for the member countries for 2007 and 2017. The section concludes by highlighting key trends in affecting business attractions and key learnings from case studies and primary research.

4.1. Investment Potential

Since the global economic crisis has started to fade, the major economies of the world have started to move into a pattern of coordinated growth. This action has recently motivated the International Monetary Fund to revise their current global growth forecast to a rosy 3.9% for the current year. As things stand, all major markets are at a stage of relaxation as potential risks appear to be under control. There is, however, a potential threat of increasing interest rates. This current state of investor confidence and willingness to invest will soon trickle down to developing regions such as Southern Africa. (The Namibia Economist, 2018)

The current economic situation in South Africa is slowly improving as the rand recently bounced back as a direct result of the change in the political landscape. This, in turn, should assist with the prevention of a continuous economic downward spiral that Southern Africa has been facing over the span of the last few years. When focus is garnered upon the Namibian economic landscape, it is evident that the Namibian economy enjoyed noteworthy growth from independence until as recently as 2015, when markets started to become sluggish. This economic slowdown was the result of various interlinking factors, which include drought, the collapse of the oil price, an increased export pressure in certain commodities (like uranium and copper) and, perhaps most importantly, the collapse of the Namibian construction sector, predominantly due to the national government's austerity measures. (The Namibia Economist, 2018)

To address these issues, the Minister of Industrialisation, Trade and SME Development recently reiterated their commitment to assist the economy and provided several reasons why they believe Namibia will soon recover from its economic slump (Ministry of Industrialisation, Trade and SME Development, 2019), namely:

- Namibia has an advantageous legislative and fiscal environment and a government keen to foster the engines of economic growth and prosperity.
- Namibia has a wealth of attractions and advantages for foreign-owned companies seeking business opportunities.
- Namibia offers amongst the most attractive fiscal incentives in Africa via its Export Processing Zone regime.
- Namibia has preferential trade links to the 190 million inhabitants of SADC as one of the 14 member states.
- Namibia belongs to the Southern African Customs Union (SACU), affording duty- and quota-free access to the South African market and others.
- Namibia is a signatory to the Cotonou Agreement, giving duty-free access to the European Union for a wide range of manufactured and agricultural products.
- Namibia's tourism sector remains a booming industry.
- Namibia's agricultural sector is imperative to the country's economy, with a thriving red meat industry and the cultivation of crops such as maize, wheat, pearl millet, groundnuts, beans and cotton.
- Namibia has rich fishing grounds, with their stock of both demersal and pelagic species, which place the country among the top ten nations in the international fishing sector.
- Namibia is seen as one of the continent's most peaceful and politically stable environments.

One identified area of potential growth for Namibia relates to unlisted investment as a driver for Namibia's future economic growth. As of the 1st of July 2017, it became compulsory for all pension funds to invest in unlisted investments. This class of asset is anticipated to play a vital role in boosting the growth of the Namibian economy in the coming years. This will stimulate job creation and lure the country closer into alignment with the 2030 Vision. The goal of this Vision is to improve the quality of life of the people of Namibia to the level of their counterparts in the developed world by 2030. The main reason this asset class became obligatory in the first place was to stem the excessive outflow of capital from Namibia. Thus, the savings can now be used in a manner to promote local economic development. (Angula, 2018)

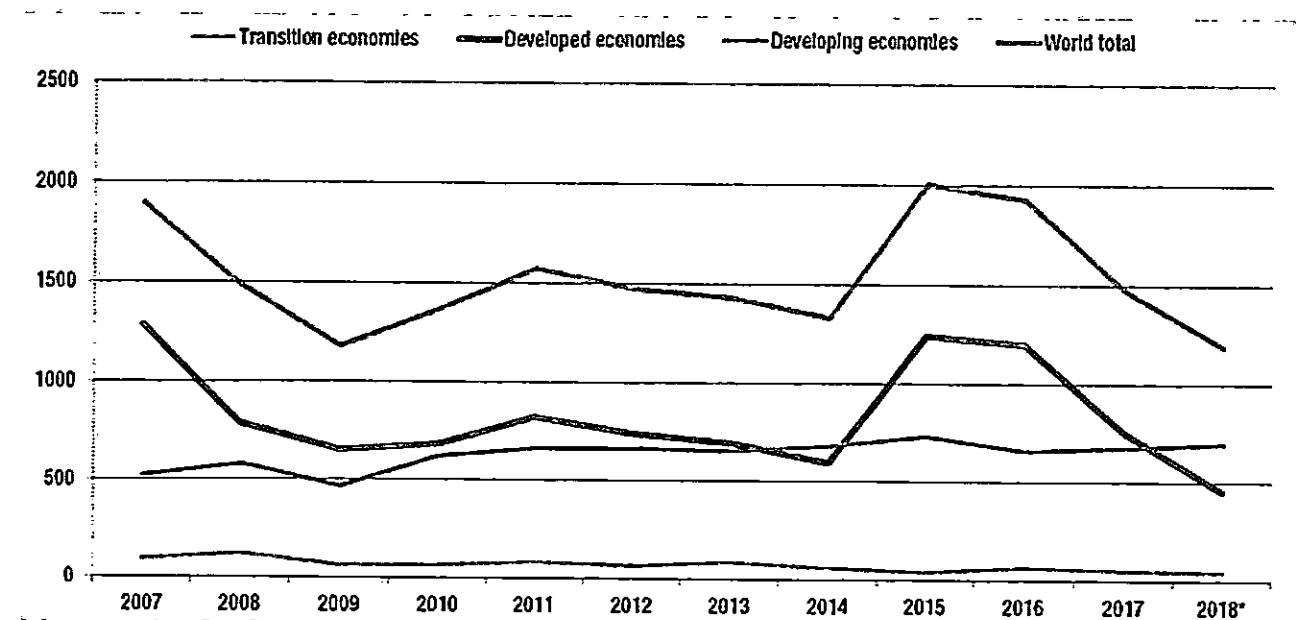
This new regulation specifies that unlisted investments can be in the shape of (private) equity or debt capital. Thus, within the next few years, more than N\$4 billion will be available to invest through this asset class. It is therefore vital to inspect all opportunities that are available for investing in Namibia. As this asset class will undoubtedly remain new and foreign to many people and the markets have yet to be sufficiently developed for this, all parties should ideally have an equal chance to the opportunities that the country presents to ultimately kindle the anticipated result of unlisted investments, which is continued economic growth that would yield sustainable returns.

4.1.1. Global Investment Trends and FDI Flows

Global investment had seen a significant decline of about 4.57% annually between 2007 and 2017. Investment saw several fluctuations over the period, as seen in Figure 1, with the most expected decline occurring around the 2008/2009 global financial crisis. Inflows of FDI saw a slight increase over the 2009 to 2011 period, followed by a steady decline until 2014. Global FDI inflows saw a sharp increase of about 29.60% from 2014 to 2015, resulting in inflows of about US\$2,411 billion. Investment saw a sluggish decline towards 2016 and a relatively steep decline towards 2018 given the developments of the global economic environment.

Investment fell by about 19% between 2017 and 2018 to about US\$1,2 trillion, reaching the low point previously experienced after the global financial crisis. The decline mainly resulted from a 40% drop in investment for developed economies due to the withdrawal of accumulated foreign earnings by multinationals in the US following tax reforms (UNCTAD, 2019).

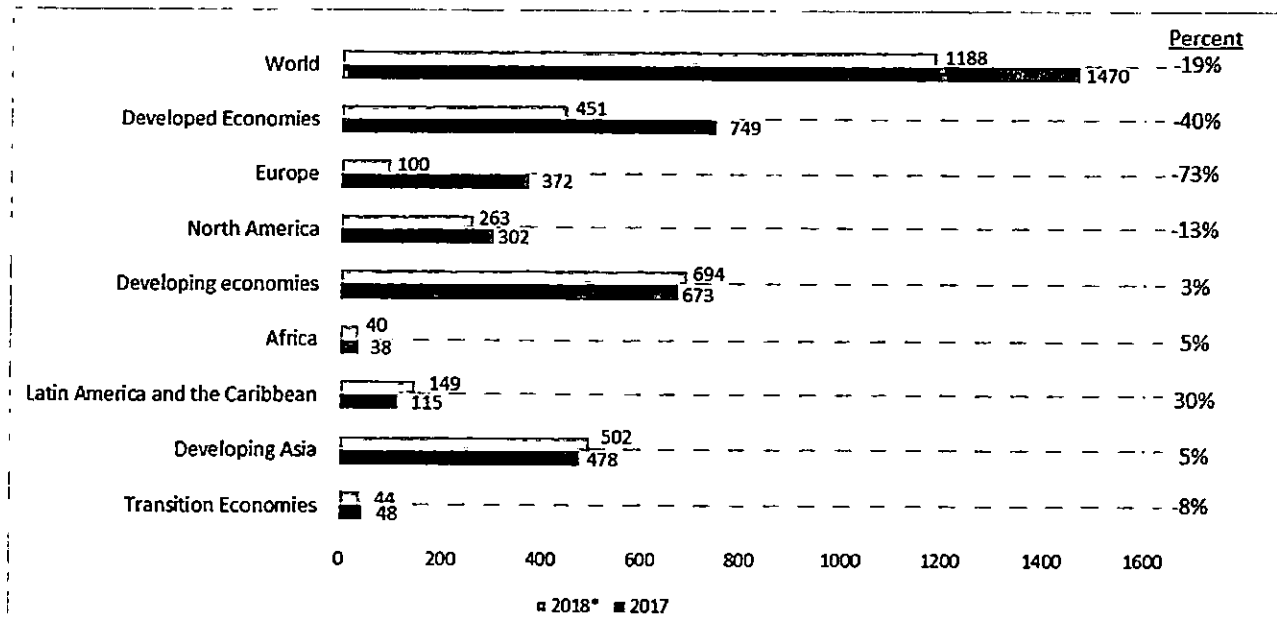
FIGURE 1: FDI INFLOWS – GLOBAL AND BY GROUP OF ECONOMIES (2007 – 2018*)



SOURCE: (UNCTAD, 2019)

Figure 2 summarises the investment inflows for 2017 and 2018 while providing the percentage change over the year. Investment inflows to developing economies had remained relatively resilient from 2016 and saw a 3% increase between 2017 and 2018, reaching a 58% share in global FDI in 2018. The increase in investment comprises a 5% increase to developing Asia and a similar increase in Africa.

FIGURE 2: FDI INFLOWS BY REGION FOR 2017 AND 2018*



SOURCE: (UNCTAD, 2019)

Global investment is likely to rebound in 2019 even though there is a weak trend supporting this outlook. There are several factors affecting the negative cycle in investment, which include (UNCTAD, 2019):

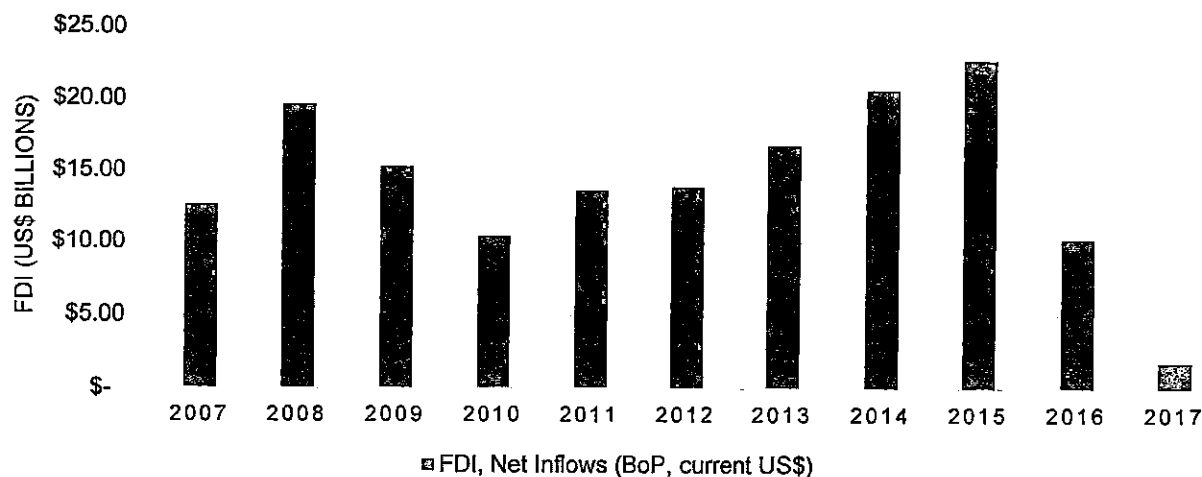
- Structural shift in FDI patterns caused by asset-light forms of overseas operations; and
- A significant decline in rate of returns for investments since 2014, with rates of returns in developed economies stabilising after a series of declines.

4.1.2. SADC Investment Trends

Investment in SADC countries has declined significantly from about US\$12,61 billion in 2007 to about US\$1,78 billion in 2017. This represents a decline of about 17,76% per annum during this period. The SADC countries saw the highest inflow of investment in 2015, where about US\$22,68 billion was invested but saw a sharp 71,96% annual decline between 2015 and 2017.

FIGURE 3: FOREIGN DIRECT INVESTMENT INTO SADC COUNTRIES (2007 – 2017)

FOREIGN INVESTMENT NET INFLOWS (BOP, CURRENT US\$)



SOURCE: (World Bank, 2019)

Table 2 shows the foreign direct investment inflows for the members of SADC using the 2007 and 2017 inflows. The table shows that several members saw a withdrawal of investment when comparing the 2007 and 2017 inflows.

South Africa and Angola showed the biggest decline of FDI inflows in the region, with Angola declining by about 23.54% per annum and South Africa by 14.52% per annum. If these two countries are excluded from the FDI inflows, then the rest of the SADC countries had seen an increase in FDI inflows from \$6,9billion in 2007 to \$7,8billion in 2017, representing a 1.22% per annum increase in FDI flows between 2007 and 2017.

Several members have seen an increase in investment over the period. The top three members include Mozambique (18.73% annual increase), Zimbabwe (13.63% annual increase) and Malawi (8.34% annual increase). Namibia's FDI inflows had declined from about \$0,67 billion in 2007 to \$0,59 billion in 2017, representing a 1.25% per annum decline in FDI flows between 2007 and 2017.

TABLE 2: FOREIGN DIRECT INVESTMENT INFLOWS FOR THE MEMBERS OF SADC

FDI Inflows (US\$Millions)	2007	2017
Angola	\$-893.34	\$-7,397.30
Botswana	\$494.64	\$400.57
Comoros	\$7.68	\$8.61
Congo, Dem. Rep.	\$1,808.00	\$1,053.66
ESwatini	\$37.49	\$-59.46
Lesotho	\$75.62	\$43.16
Madagascar	\$789.39	\$464.86
Malawi	\$124.39	\$277.11
Mauritius	\$340.76	\$292.65
Mozambique	\$416.69	\$2,319.07
Namibia	\$669.79	\$590.76
Seychelles	\$175.92	\$124.47
South Africa	\$6,586.79	\$1,371.93
Tanzania	\$581.51	\$1,180.21

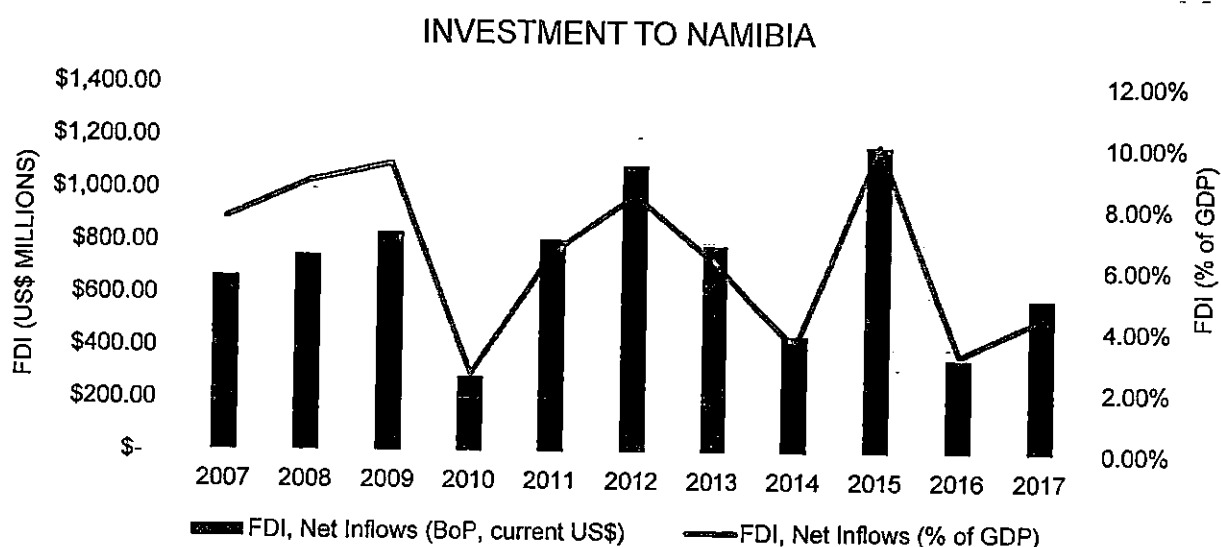
FDI Inflows (US\$Millions)	2007	2017
Zambia	\$1,323.90	\$865.90
Zimbabwe	\$68.90	\$247.19
TOTAL	12,608.13	1,783.39

SOURCE: (World Bank, 2019)

4.1.3. Namibia Investment Trends

Investment into Namibia saw a slow decline of about 1.25% annually between 2007 and 2017 with inward investment of about US\$590,76 million that made up about 4.46% of GDP in 2017. During this period, investment was at its lowest in 2010 and peaked close to US\$1,200 million in 2015 where it was almost 10% of GDP. Figure 4 illustrates the trends in investment as well as the percentage of GDP for each year.

FIGURE 4: FOREIGN DIRECT INVESTMENT INFLOWS TO NAMIBIA (2007 – 2017)



SOURCE: (World Bank, 2019)

The mining and quarrying industry is perceived as the most lucrative and attractive to foreign investors. The industry received about 38.1% of investment, mainly from China and Mauritius. Investment into the financial intermediation industry accounted for about 37% and was mainly sourced from South Africa. The manufacturing industry saw a 9.6% investment, while the fishing and fish processing industry saw about 6% in investment, mostly emanating from Spain (Matthys, 2018).

The key strong points of investing in Namibia are as follows (Nordea, 2019):

- Namibia has a favourable investment climate which is supported by a politically stable democracy and good infrastructure quality as well as a robust macroeconomic environment.
- The country also provides affordable construction permits.
- Investors are provided with allowances in the manufacturing industry.
- Namibia has preferential access to the Southern African Development Community (SADC) market as a member country.
- The country has duty-free access to Southern African Customs Union (SACU). It also has duty-free access to the European Union for agricultural and manufactured goods as part of the Cotonou Agreement.
- Under the Africa Growth and Opportunity Act (AGOA), Namibia has duty-free and quota-free access to the United States.

It should be noted, however, that there are several investment challenges that Namibia faces that include a restricted domestic market along with low population densities, as well as low regional competitiveness. A key challenge faced by Namibia relates to the business setup process, which tends to be costly and time-consuming (Nordea, 2019).

Namibia provides investment incentives in the manufacturing sector as means by government to motivate foreign investment. The following manufacturing incentives apply for Namibian firms as well as foreign investors that open firms or buy shares in existing firms (Nordea, 2019):

- VAT exemption on the purchase and importation of machinery and equipment
- 20% factory building allowance on the cost of erection in the year in which the building enters service and 8% during the ten years that follow
- Export promotion allowance of 25% is deducted from taxable income
- Reduced tax rate of 18% (instead of the standard 32%) for a period of ten years
- Employee cost allowance of between 25% and 75% for training and production wages
- Deduction of 50% of cash grants for direct cost of approved export promotion activities

There are several investment opportunities within Namibia which are summarised in Table 3. These opportunities have been illustrated by their respective industry/sub-sector.

TABLE 3: INVESTMENT OPPORTUNITIES WITHIN NAMIBIA

Agri-Business		
Hungorob project	Combined agricultural project	Fruit & vegetable production project
Cultivation of potatoes & onions project	Crop development project	Fish farming & vegetable planting project
Production of vegetables & cereal crops project	Industrialisation of wood from invasive trees project	Mahangu production plant project
Integrated farming project	Nkurenkuru irrigation project	Broiler chicken production project
Aquaculture		
Marine & freshwater algae project	Omaheke aquaculture project	Establishment of fishponds & vegetable garden project
Energy		
Energy generation from biomass project	Electricity generation from landfill gas	Solar photovoltaic (PV) project
Production of energy from solid waste	Biomass gasification (BMG)	Manufacturing of photovoltaic cells and solar panels
Infrastructure		
Construction of apartments for rental services in Windhoek	Construction of private accommodation complex for students	Infrastructure development
Construction of mixed infrastructure development in Tsumeb	Walvis Bay Marina Facility	Establishing a private hospital in Rundu
Construction of district road DR 3609 Oshakati-Omungwelume-Ongenga Road	Servicing of municipal land	Construction of Namibia trade houses in the Democratic Republic of Congo
Upgrading of the railway line network in Namibia	Construction of low-cost houses and commercial properties	
Manufacturing		
Bricks, tiles and stone-crushing plant	Corn processing plant	Manufacturing of toilet rolls
Chlorine and caustic soda factory	Detergent, soap and washing powder manufacturing plant	Namibia Food Development Centre
Production of diapers and sanitary pads	Production of fertilisers and chemicals	Ink and cartridge manufacturing plant
Safety equipment manufacturing plant	Computer manufacturing assembly line plant	Roofing sheets and gutter manufacturing plant
Mining and exploration equipment plant	Processing, dehydration, packaging of general food products and production of fuel briquettes	
Mining		
Mineral exploration	Copper mining	Mining of base and rare metals
Mineral prospecting and exploration	Small-scale mining project	Sharpshoot Mining
Sodalite processing plant	Sandstone and quartzite processing	
Services		
Ambulance and rescue service project	Establishment of micro medi-clinics in Okakarara and Otjinene	Establishment of secondary education school in the Kavango region
Establishing a communication and marketing company	Mobile vending and payment services project	Establishment of a neurological rehabilitation unit
Establishment of business and conferencing facilities	Establishment of a mobile computer literacy centre	Establishment of a construction company
Import and export of finished fuel and oil products	Establishment of private school in the Caprivi region	Tourist helicopter service
Tourism		
Establishment of wellness centre	Establishment of lodge and tourism facility	Shipanga Bungalows, Campsite & Caravan Park
Lodge development at Okongo	Establishment of lodge at Ruacana	Lodge establishment in Windhoek
Development of conference and accommodation centre	Establishment of a tourist park lodge	Establishment of tourist facilities near Spitzkoppe Mountains
Tourist resort development	Construction of tourist lodge	Construction of lodge in Dordabis
Establishment of waterfront rest camp	Establishment of private resorts company	

SOURCE: (Ministry of Industrialisation, Trade and SME Development, 2019)

4.2. Indexes

Indexes play a vital role in providing a concise assessment on specific topics. For many investors, indexes provide a glimpse into investment-related matters that they will need to investigate further. Indexes can therefore plant the seed in the mind of an investor for further investigation. It is therefore critical for this study to dissect investor-related indexes to ascertain its view of Namibia as it relates to investment, investment opportunities, and presenting Namibia as an investment market.

4.2.1. Ease of Doing Business Index

The Ease of Doing Business Index is an index created by the World Bank Group to rank countries based on indicators that would illustrate the ease (or difficulty) of doing business in that country or the optimal level of business regulation. Indicators include, but are not limited to, better or simpler regulations for businesses and stronger protections of property rights. The index also created frontiers. Frontiers are the ideal indicator scores or in some case the best-performing country's score for that indicator.

Economies are ranked on their luxury of doing business, from 1 to 190, with 1 representing the country with the best rank for ease of doing business and 190 the country with the most strenuous ease of doing business.

A high ease of doing business ranking means the regulatory environment is more conducive to the starting and operation of a local firm. The rankings are determined by sorting the aggregate distance to frontier scores on ten topics, each consisting of several indicators, giving equal weight to each topic. The rankings for all economies are benchmarked to June 2018.

Table 4 shows Namibia's performance on the Ease of Doing Business Index for 2019.

TABLE 4: EASE OF DOING BUSINESS INDEX, 2018

Ease of Doing Business Index	Rank 2018	Rank 2019	Score 2019
Overall Rank	107/190	107/190	
Starting a Business		172	69.06
Dealing with Construction Permits		83	69.79
Getting Electricity		71	78.25
Registering Property		174	40.19
Getting Credit		73	60.00
Protecting Minority Investors		99	61.57
Paying Taxes		81	74.52
Trading Across Borders		136	61.47
Enforcing Contracts		58	63.44
Resolving Insolvency		125	36.97

In four of the sub-categories of the Ease of Doing Business 2019 Report, CoW played a role. This section will briefly outline the role CoW plays within each of these four subsections, as well as how they performed.

4.2.1.1. Starting a Business

This subsection measures the number of procedures, time, cost and paid-in minimum capital requirement for a small- to medium-sized limited liability company to start up and formally operate in each economy's largest business city.

Starting a business takes ten steps and 66 man-days in Windhoek. The best performer in this subsection was New Zealand, with only one step, and could be completed in half a man-day. CoW is only involved in one of the ten steps, namely, to conduct the fire and health inspection, which is estimated to take about one day. The rest of the approval process is not in the control of CoW.

4.2.1.2. Dealing with Construction Permits

This subsection tracks the procedures, time and cost to build a warehouse – including obtaining the necessary licenses and permits, submitting all required notifications, requesting and receiving all necessary inspections, and obtaining utility connections. In addition, the Dealing with Construction Permits indicator measures the building quality control index, evaluating the quality of building regulations, the strength of quality control and safety mechanisms, liability and insurance regimes, and professional certification requirements. The Cost of Doing Business Index research was completed in May 2018.

CoW plays a significant role in the 'dealing with construction permits' subsection. This provides CoW with the opportunity to review and improve on its processes and deals with construction permits.

The current process takes 12 steps and 160 man-days at an estimated cost of 2.2% of the structure's value. Of the 160 man-days, CoW is responsible for 127 days. CoW scored 8.5 out of a possible 15 for building quality control index, compared to the benchmark set by three countries that scored 15 out of 15. Most points in this section were lost due to professional certifications of those supervising and inspecting the buildings.

There appear to be several opportunities to improve the current system. Positives aspects were that CoW's building laws and regulations were available online and that mandatory inspections were done most of the time during construction and final inspection. On the negative side was the long and complex process, as illustrated below, highlighting the time required for each of the 12 steps and the cost involved (where applicable):

- Step 1: Verify with the Town Planning Department if the land is in the appropriate zoning area – one day
- Step 2: Request and obtain results of geo-technical study – 25 days (N\$ 50,000)
- Step 3: Request and obtain a topographic survey of the land plot – seven days (N\$ 10,000)
- Step 4: Obtain clearance from the Electrical Department – one day
- Step 5: Obtain clearance from the Department of Infrastructure, Water and Technical Services – one day
- Step 6: Request a building permit from the Building Control Division of the City of Windhoek – 60 days (N\$ 11,000)
- Step 7: Request and receive inspection to pass foundations from the Building Control Division of the City of Windhoek – two days (N\$ 200)
- Step 8: Request and receive inspection to pass damp-proof course (DPC) from the Building Control Division of the City of Windhoek – two days (N\$ 200)
- Step 9: Request and receive open sewer inspection from the Building Control Division of the City of Windhoek – two days (N\$ 200)
- Step 10: Request and receive water connection from the Department of Infrastructure, Water and Technical Services of the City of Windhoek – 60 days (N\$ 2,970)
- Step 11: Receive final inspection by the Building Control Division from the Building Control Division of the City of Windhoek – one day (N\$ 100)
- Step 12: Obtain completion certificate from CoW – seven days.

4.2.1.3. Getting Electricity

This subsection investigates procedures, time and cost required for a business to obtain a permanent electricity connection for a newly constructed warehouse. Additionally, the reliability of supply and transparency of tariffs index measures reliability of supply, transparency of tariffs and the price of electricity.

CoW plays a significant role in the 'getting electricity' subsection. This provides CoW with the opportunity to review and improve on its processes and deals with electricity connections.

The current process takes six steps and 37 man-days (CoW is responsible for 36 man-days) at an estimated cost of just over three times more than the country's income per capita. The international benchmark is three steps, taking 18 man-days at no cost. Windhoek further scored six out of a possible eight on the reliability of supply and transparency of tariff index, compared to the international benchmark of eight out of a possible eight.

The current process, including associated time requirements and cost (if applicable), is as follows:

- Step 1: Hire licensed electrical contractor registered with utility – one man-day
- Step 2: Submit application to City of Windhoek and await estimate – six calendar days
- Step 3: Receive estimate, register as customer and await external works – five calendar days (N\$ 208,556.21)
- Step 4: Receive external works from City of Windhoek – 18 calendar days
- Step 5: Purchase transformer and main board and have electrical contractor install meter. This step can be conducted in parallel with step 4 – two calendar days (N\$ 385)
- Step 6: Request and receive inspection and certification of installation and turn-on of electricity – seven calendar days.

Positive aspects identified during the review were the low frequency of outages per customer a year, the utilisation of automated tools to monitor outages and tools to restore services, the availability of tariffs online, and customers being notified of changes in tariffs before the billing cycle starts. Negative aspects identified were that there is no external entity monitoring the utility's performance on reliability of supply and that no compensation will be paid to customers for power outages.

4.2.1.4. Registering Property

This subsection examines the steps, time and cost involved in registering property, assuming a standardised case of an entrepreneur who wants to purchase land and a building that is already registered and free of title dispute. In addition, the topic measures the quality of the land administration system in each economy. The quality of land administration index has five dimensions: reliability of infrastructure, transparency of information, geographic coverage, land dispute resolution, and equal access to property rights.

There were 9,128 property transfers in Windhoek in 2017. The registration of property in Windhoek involves eight steps and takes 44 days at a cost of 13.8% of the property value. The international benchmarks are one step, taking one day with no cost involved.

CoW is only involved in two of the steps, which take up about half the time for the full process to be completed. CoW can therefore play a significant role to reduce the overall time to register property.

The first step in the process is to obtain a building compliance certificate from CoW (or in some cases, the Ministry of Land). This step involves obtaining a building compliance certificate by the building owner prior to a property transfer. Upon application for the certificate, the Municipality will dispatch an expert to conduct an inspection of the building. The inspector will ensure that the concerned property and the building and/or land upon which it is constructed complies with the provisions of the Local Authorities Act, the establishment, subdivision or consolidations conditions imposed in terms of the town planning scheme and the City's Building Regulations. A rates and taxes clearance certificate will not be issued prior to the issuance of a building clearance certificate. The building inspector can either issue a building certificate upon compliance, or in the event of the inspector establishing that there is non-compliance, the inspector must instruct the owner to rectify the non-compliance, where after, upon proof of compliance, a building clearance certificate can be issued. This process currently takes 21 days at a cost of N\$ 500.

In the fourth step of the process, CoW needs to provide up-to-date rate payment receipt as of the transaction date. This step takes about one day.

4.2.2. Other National Indexes

Table 5 provides an overview of national indexes, including Namibia's score and rank in 2017/18. These are relevant to the investment decision-making process and include business, manufacturing and trade-related indexes such as Business to Consumer Commerce (B2C) and Global Manufacturing Competitiveness Index, as well as economic-, socio-economic-, and governance-related indexes.

TABLE 5: NAMIBIA'S RANKING ON LEADING ECONOMIC AND SOCIO-ECONOMIC INDEXES AFFECTING INVESTMENT

Index	Index Score 2018 (unless indicated)	Index Rank 2018 (unless indicated)	Comment	Movement indication: Red (down) Green (up)	Organisation
B2C E-Commerce	39.5	103/151	This index score declined by 4.9 points from 2016 and the rank has declined from 89/151.		United Nations Conference on Trade and Development
Corruption Perceptions	53/100	52/180	The index score has marginally improved from 51/100 and the index from 53/180 in 2016.		Transparency International
E-Government Development	0.4554	121/193	The index score has drastically improved from 0.3682, while the rank has only marginally improved from 125/193 in 2016.		United Nations
E-Participation	0.3933	133/193	The index score has drastically improved from 0.2373, while the rank has improved from 143/193 in 2016.		United Nations
Freedom of the Press	32/100 (in 2017)		The lower the index score, the better. The index score has increased (or decreased in performance) with one point from 2016.		Reporters without Borders
Global Competitiveness	52.7/100	100/140	The index score has improved slightly with 0.3 points, while the rank has decreased by one position from 2017.		World Economic Forum
• Institutional	57.2/100	51/140	The index subsection score has improved.		
• Infrastructure	59.7/100	91/140	The index subsection score has improved.		
• ICT adoption	37.3/100	105/140	The index subsection score has declined.		
• Macroeconomic stability	69.9/100	100/140	The index subsection score has declined.		

Windhoek Investment Incentives and Promotion Strategy 2022 – 2027

Index			Index Score 2018 (unless indicated)	Index Rank 2018 (unless indicated)	Comment	Movement indication: Red (down) Green (up)	Organisation	
• Health			51.5/100	117/140	The index subsection score has improved.			
• Skills			52.7/100	100/140	The index subsection score has improved.			
• Product market			54.4/100	80/140	The index subsection score has declined.			
• Labour market			63.7/100	39/140	The index subsection score has improved.			
• Financial system			65.7/100	47/140	The index subsection score has improved.			
• Market size			36.2/100	121/140	The index subsection score has declined.			
• Business dynamism			49.7/100	121/140	The index subsection score has declined.			
• Innovation capability			34.1/100	77/140	The index subsection score has improved.			
Global Report	Enabling Trade		4.25/7 (in 2016)	75/136	This index score has increased from 4.12 and the rank from 78/134 in 2014.		World Forum	Economic
• Domestic market access			5.34/7	45/136	The index score and rank have remained the same.			
• Foreign market access			4.14/7	73/136	This index score has increased from 3.18 and the rank from 76/134 in 2014.			
• Efficiency and transparency of border administration			4.19/7	85/136	This index score has increased from 4.07 and the rank from 90/134 in 2014.			
• Availability and quality of transport infrastructure			3.87/7	49/136	This index score has decreased from 3.99 and the rank from 49/134 in 2014.			
• Availability and quality of transport services			3.95/7	73/136	This index score has decreased from 4.04 and the rank from 70/134 in 2014.			
• Availability and use of ICT			3.48/7	99/138	This index score has increased from 3.13 and the rank decreased from 79/134 in 2014.			
• Operating environment			4.29/7	67/136	This index score has increased from 4.09 and the rank from 75/134 in 2014.			
Index of Economic Freedom			58.7/100 (In 2019)	99/180	This index score has increased by 0.2.		The Wall Street Journal	
• Property Rights			55.9/100					

Index	Index Score 2018 (unless indicated)	Index Rank 2018 (unless indicated)	Comment	Movement indication: Red (down) Green (up)	Organisation
• Judicial Effectiveness	54.7/100				
• Government Integrity	49.8/100				
• Tax Burden	66.5/100				
• Government Spending	48.9/100				
• Fiscal Health	15.7/100				
• Business Freedom	65.8/100				
• Labour Freedom	85.1/100				
• Monetary Freedom	74.4/100				
• Trade Freedom	83.0/100				
• Investment Freedom	65.0/100				
• Financial Freedom	40.0/100				
International Logistics Performance Index	2.74/5 (in 2016)	79/160 In 2016	This index score has increased from 2.65 and the rank decreased from 89/155 in 2012.		The World Bank
• Customs	2.65/5	73/160			
• Infrastructure	2.76/5	64/160			
• International shipments	2.69/5	86/160			
• Logistics quality and competence	2.63/5	86/160			
• Tracking and tracing	2.52/5	100/160			
• Timeliness	3.19/5	85/160			
Transformation Index	6.5/10	37/129			Bertelsmann Stiftung
• Political transformation	7.5/10	27/129			
• Governance	5.49/10	47/129			
• Economic transformation	5.5/10	68/129			
ND Gain Index (Notre Dame Global Adaption Initiative, 2019)	45.4/100	103/181			University of Notre Dame Global Adaptation Initiative
• Vulnerability	0.492				
o Food	0.648				
o Water	0.317				
o Health	0.539				
o Ecosystem services	0.464				
o Human habitat	0.553				
• Readiness	0.400				
o Economic	0.417				
o Governance	0.571				
o Social readiness	0.212				
Networked Readiness Index (World Economic Forum, 2016)	3.6/7 (in 2016)	99/139 (in 2016)			World Forum Economic
• Political and regulatory environment	4.5/7	31/139			

Index	Index Score 2018 (unless indicated)	Index Rank 2018 (unless indicated)	Comment	Movement indication: Red (down) Green (up)	Organisation
• Business innovation and environment	3.9/7	103/139			
• Infrastructure and digital content	3.9/7	81/139			
• Affordability	3.2/7	119/139			
• Skills	3.8/7	109/139			
• Individual usage	3.0/7	98/139			
• Business usage	3.7/7	57/139			
• Government usage	3.5/7	92/139			
• Economic impacts	2.9/7	98/139			
• Social impacts	3.5/7	100/139			
Open Budget Index (International Budget Partnership, 2019)	51/100 (in 2019)	47/117 (in 2019)	This index score has increased from 46/100 in 2014.		International Budget Partnership
• Transparency	50/100				
• Public participation	0/100				
• Budget oversight	48/100				
The Good Country Index	91/153				Simon Anholt
• Science and Technology	86/153				
• Culture	65/153				
• International Peace and Security	63/153				
• World Order	113/153				
• Planet and Climate	116/153				
• Prosperity and Equality	99/153				
• Health and Wellbeing	89/153				
Global Innovation Index	28/100	93/126	This index rank has improved from 97/126 in 2017.		Cornell University, INSEAD and the World Intellectual Property Organization
• Institutions	61.9	66			
• Human capital and research	38.8	41			
• Infrastructure	35.8	95			
• Market sophistication	38.6	105			
• Business sophistication	23.0	106			
• Knowledge and technology output	7.0	123			
• Creative output	25.9	74			

Note! Namibia is not listed on a few indexes, including:

- Global Manufacturing Competitiveness Index (Deloitte)
- Global Services Location Index (A.T. Kearney)
- KOF Index of Globalisation (KOF Swiss Economic Institute)
- Misery Index (Cato Institute) – The last time Namibia featured on the Misery Index was in 2012, when it received a global rank of 6th most miserable place. (Sasman, 2013)

Also note that the International Logistics Performance Index only reviews Namibia every four years instead of the normal two-year cycle for most of the other countries. This index is conducted by the World Bank.

4.2.3. City Indexes

4.2.3.1. Indexes That Do Not Rank Windhoek

Windhoek appears on very few city indexes. Below is a list of some indexes that do not review Windhoek:

- Global Liveable and Smart Cities Index (World Bank Group – 78 Cities)
- Global Metro Monitor (Brookings – 300 Cities)
- Green Cities Index (Economist Intelligence Unit and Siemens – 130 Cities)
- Global Power Index (Institute for Urban Strategies – 44 Cities)
- Quality of Living Survey (Mercer – 140 Cities)
- Safe Cities Index (Economist Intelligence Unit – 60 Cities)
- Global Liveability Index (The Economist – 140 Cities)
- Liveable Cities (CASS)

Even though Windhoek is not included in these indexes, several African cities are, including Accra (Ghana), Addis Ababa (Ethiopia), Abidjan (Ivory Coast), Alexandria (Egypt), Algiers (Algeria), Cairo (Egypt), Cape Town (South Africa), Casablanca (Morocco), Cotonou (Benin), Dakar (Senegal), Dar es Salaam (Tanzania), Douala (Cameroon), Durban (South Africa), Harare (Zimbabwe), Johannesburg (South Africa), Lagos (Nigeria), Luanda (Angola), Lusaka (Zambia), Maputo (Mozambique), Nairobi (Kenya), Port Louis (Mauritius), Pretoria (South Africa), Tripoli (Libya), Tunis (Tunisia) and Victoria (Seychelles).

4.2.3.2. Mercer Quality of Living Ranking 2018

The survey provides insights into 231 cities and ranks them according to the best quality of life, where one represents the city with the best quality of life. The study is published in an African context, strongly influenced by subjects such as the reverse migration by the diaspora of professionals, infrastructure, development, digital or employment. (MERCER, 2018)

The top African city was Port Louis in Mauritius with a global rank of 83rd. Windhoek was the 8th best ranked African city.

4.2.3.3. Mercer Cost of Living Survey 2018

Mercer conducts an annual cost of living survey in 209 cities, where one or first represents the costliest city to live in. According to Mercer's 24th annual Cost of Living Survey, factors like instability of housing markets, low inflation, and fluctuating prices for goods and services are impacting the cost of doing business in various cities around the world. (MERCER, 2018)

In Africa, Luanda was indicated as the African City with the highest cost of living with a global ranking of 6th. Windhoek was the 196th costliest city in 2018, dropping ten places from 206th in 2017. Windhoek therefore remains one of the least costly cities in Africa amongst cities reviewed.

4.3. Credit Rating Agencies

Credit rating is used by sovereign wealth funds, pension funds and other investors to gauge the credit worthiness of Namibia. Credit ratings therefore have an impact on the country's borrowing costs and ability to attract investors.

4.3.1. Moody's

As indicated in Table 6, since 11 August 2017, Moody's long-term rating for Namibia had been Ba1, which is a non-investment grade speculative rating. (countryeconomy.com, 2018) Moody's does not rate Namibia's short-term rating for foreign and local currency.

TABLE 6: MOODY'S CREDIT RATING FOR NAMIBIA

Long-term Rating			
Foreign currency		Local currency	
Date	Rating (Outlook)	Date	Rating
2017-08-11	Ba1 (Negative)	2017-08-11	Ba1
2016-12-02	Baa3 (Negative)	2016-12-02	Baa3
2015-12-18	Baa3 (Stable)	2015-12-18	Baa3
2011-09-22	Baa3 (Stable)	2011-09-22	Baa3

SOURCE: COUNTRYECONOMY.COM

4.3.2. Fitch

As indicated in Table 7, since 20 November 2017, Fitch has given Namibia's long-term foreign currency credit a BB+ rating and its short-term rating a B. (countryeconomy.com, 2018) Both ratings are at sub-investment grade and indicate that material default risk is present, but a limited margin of safety remains. The ratings show that financial commitments are currently being met, but capacity for continued payment is vulnerable to deterioration in the business and economic environment.

TABLE 7: FITCH RATING FOR NAMIBIA

Long-term Rating				Short-term Rating			
Foreign currency		Local currency		Foreign currency		Local currency	
Date	Rating (Outlook)	Date	Rating	Date	Rating	Date	Rating
2018-08-13	BB+ (Stable)	2018-08-13	BB+	2018-08-13	B		
2017-11-20	BB+ (Stable)	2017-11-20	BB+	2017-11-20	B		
2017-06-19	BBB- (Negative)	2017-06-19	BBB-	2017-06-19	F3		
2017-04-21	BBB- (Negative)	2017-04-21	BBB-	2017-04-21	F3		
2016-09-02	BBB- (Negative)	2016-09-02	BBB-	2016-09-02	F3		
2016-07-22	BBB- (Stable)	2016-07-22	BBB-	2016-07-22	F3		
2016-03-04	BBB- (Stable)	2016-03-04	BBB-	2016-03-04	F3		
2015-12-18	BBB-	2015-12-18	BBB-	2015-12-18	F3		
2015-12-04	BBB-	2015-12-04	BBB-	2015-12-04	F3		
2015-11-13	BBB-	2015-11-13	BBB-	2015-11-13	F3		
2015-05-15	BBB-	2015-05-15	BBB-	2015-05-15	F3		
2014-11-28	BBB- (Stable)	2014-11-28	BBB-	2014-11-28	F3		
2014-05-30	BBB- (Stable)	2014-05-30	BBB-	2014-05-30	F3		
2013-12-02	BBB- (Stable)	2013-12-02	BBB-	2013-12-02	F3		
2013-08-30	BBB- (Stable)	2013-08-30	BBB-	2013-08-30	F3		
2013-01-10	BBB- (Stable)	2013-01-10	BBB-	2013-01-10	F3		
2012-06-13	BBB- (Stable)	2012-06-13	BBB-	2012-06-13	F3		
2012-01-26	BBB- (Stable)	2012-01-26	BBB-	2012-01-26	F3		
2011-12-09	BBB- (Stable)	2011-12-09	BBB-	2011-12-09	F3		
2011-10-31	BBB-	2011-10-31	BBB-	2011-10-31	F3		
2010-12-13	BBB- (Positive)	2010-12-13	BBB-	2010-12-13	F3		
2005-12-07	BBB- (Stable)	2005-12-07	BBB-	2005-12-07	F3	2018-08-13	B

SOURCE: (countryeconomy.com, 2018)

4.3.3. Standard and Poor (S&P)

S&P does not rate Namibia.

4.3.4. Dominion Bond Rating Service

Dominion Bond Rating Service (DBRS) does not rate Namibia.

Windhoek Investment Incentives and Promotion Strategy 2022 – 2027

4.3.5. Implications of Credit Rating

The Moody's and Fitch credit ratings implies that investment in Namibia is considered risky and that the cost of borrowing will be higher. In some cases, institutions managing funds have rules preventing them from investing in countries that have negative credit ratings. This implies that the pool of potential investors will be less than countries that have a positive rating.

4.4. Trends and Tendencies Affecting Business Attraction

According to the Business Attraction Management for Cities and Regions Handbook of Strategies, Tools and Activities by the Nordic Place Academy, key global trends that drive and define today's and tomorrow's competition for businesses and investments are:

- **Globalisation** – All locations around the world are part of the intricate web of the global trade, consumption, and investment landscape. A potential investor in any location can come from any country in the world.
- **Increasing complexity** – As global supply chains become increasingly complex, particularly for manufacturing operations, a location's unique competitive advantages become more important. Companies look for the locations that offer the optimal balance between market access, talent, resources and cost efficiencies. Thus, investors are increasingly looking for locations with particular value propositions and competitive advantages in a combination of sectors and functions rather than simply their own industry. Consequently, the combination of functional and sectoral capabilities will become more important, and countries and regions will have to position themselves with more comprehensive value propositions to investors.
- **Access to talent** – Access to talent is growing in importance for business attraction. In the past, the workforce tended to move to locations with many job opportunities, but now the opposite is increasingly true. Companies tend to move to places with an abundant supply of talent. As a result, locations need to focus on ensuring a high quality of life, liveability and attractive amenities in order to retain talent and attract business and investment.
- **Increasing importance of entrepreneurship** – In 2012, entrepreneurs provided 67% of all new jobs in Europe, while in Sweden 80% of all new jobs were created by small- and medium-sized enterprises (SMEs) with fewer than 50 employees. With more jobs and growth created by smaller firms, it will naturally become much more important for places to attract entrepreneurs as a part of their business attraction efforts.
- **Increasing global mobility and migration** – Global talent mobility increased by 25% between 2002 and 2012 and is predicted to increase by 50% by 2020. The millennial generation will enter the labour force in large numbers and research shows that many of them want international work experience, presenting new opportunities for employers (and locations) who seek to recruit an international workforce. New migration patterns bring new flows of trade, capital and investments, and, in turn, new opportunities for locations to attract businesses. One concrete strategy is to engage those living in a location with links to other countries in activities to attract business and investment from those countries.
- **Changing patterns for research and development (R&D) activity** – Even though global R&D expenditure is growing, there is a trend that these firms operate in fewer consolidated centres and instead engages in open innovation activities shared between several firms. It is also increasingly evident that there is an emerging split between research and development activities. The attraction factors for research tend to be scientific excellence and a highly skilled talent pool, whereas development activities are decentralised to individual business lines and divisions that move closer to emerging markets. The most important elements that national and regional R&D policies should focus on in order to attract investments, apart from investing in public R&D (institutes, programmes), are fiscal and cash incentives, place attractiveness and easy access for global talent.
- **Internet of Things and Industry 4.0** – The emergence of the Internet of Things (IoT) and the changes associated with the Fourth Industrial Revolution (the smarter manufacturing movement also known as Industry 4.0) will continue to radically transform the manufacturing landscape. These developments will enable companies to operate complex networks of production, distribution and sales across multiple geographic locations, using the power of collected data to drive value creation. The transformation of industries will have many implications for labour markets and corporate skills requirements. Thus, locations and public-

sector leaders that want to attract Industry 4.0-related business must foster educational programmes that better serve the skills requirements of companies in the sector. They also need to work with partners such as tech centres, universities and science parks to create innovation hubs that attract the talent and skills that, in turn, attract advanced manufacturing.

- **Outsourcing and re-shoring** – Outsourcing from high-cost to low-cost countries continues, even if the pace has slowed down. In some cases, a reverse trend has been observed where previously outsourced business activities are re-shored from overseas markets back to the home market. Important drivers have been cost and quality, but also because consumers are increasingly looking for less standardised and more personalised products. The extent to which re-shoring will occur is a highly debated issue. One important reason is that re-shoring is seen as a potential source of job creation, especially in sectors like manufacturing that has been hit hard by outsourcing. Even though it is very difficult to isolate the re-shoring from general trade and FDI patterns, there are indications that re-shoring is more likely to happen in R&D and technology sectors such as electrical equipment and the computer industry. Locations that want to compete for re-shoring activities need to make sure that workforce skills meet the demands for high-quality manufacturing. The re-shoring phenomenon is tightly linked to the prospects of Industry 4.0.
- **Urbanisation and the new role of cities** – With the fast pace of urbanisation, some cities are becoming international actors, often bypassing national governments. Twinning agreements and strategic alliances, for example, between cities in different countries can focus on promoting trade and investment flows between the cities in question. The fast urbanisation also requires innovative solutions that meet urban challenges. In order to increase the liveability of cities and tackle their environmental footprints, business attraction is an important tool for attracting the resources that can address these challenges. One example is smart city solutions, where business attraction can play an integral role. Finally, there is also an ongoing urbanisation of economic activity, illustrated by the fact that science and industrial parks try to expand into urban areas and become more 'city-like' in their appearance, not least to become attractive to younger talent. One consequence is that finding readily available office and other space for new businesses is becoming more complex, involving more stakeholders. Also, this may prompt a shift from greenfield to brownfield investments, as it is naturally more difficult to find land readily available for new construction in more urban areas.
- **Regionalisation and clustering – place matters** – Despite the exponential increase in the speed of digital communication, the role of the place is increasing. Economic growth tends to cluster in regions where proximity and knowledge-sharing lead to innovation. When firms are increasingly attracted to clusters of firms in related sectors and with a pool of specialised labour, naturally those locations that exhibit specialisation in similar sectors are in a good position to attract investment. In other words, companies want to benefit from the sectoral concentration in the region in order to create backward and forward integration with the existing domestic firms, which could increase their innovativeness and profitability. Thus, cluster development and regional specialisation are becoming increasingly important tools for attracting inward investment.

4.5. Key Learnings from Case Studies

This section will provide an overview of the key learnings from the case studies. Although the case studies were sub-divided into four topical areas, the findings will be presented in cross-cutting themes, since these themes may be addressed in multiple topical areas.

4.5.1. Guidelines to Implementing Effective E-Government Systems

- E-government can achieve several objectives, including, but not limited to:
 - To create a SMART city
 - To improve quality of life for inhabitants
 - To increase access and the sustainable use of resources such as water and energy
 - To improve the quality and availability of information for better decision making
 - To improve mobility and connectivity within the city
 - To diversify the economy
 - To create and improve transparency and accountability
 - To improve stakeholder engagement and community participation
- Some enablers of e-government include:
 - Massive ICT Infrastructure
 - Data collection infrastructure
 - Data centres and 'big data' analysis tools
- E-government roll-out of modernisation should be based on efficiency and cost reduction including:
 - Rolling out of citizen-centric services
 - Administrative simplicity
 - Rationalisation of the administration's interoperability, cost and resource use
- Each citizen has a single user ID to access all online services.
- CoW should create and enhance digital processes in service applications, billing, public procurement, planning applications, etc.
- E-government should include the digitalisation of all services including e-forms, e-notification, e-payments, scheduling appointments, etc.
- A service system should collect information from various channels, including SMS, mobile app, web portal, voice interfaces, etc.
- Citizens must be able to report issues via the service system, including water or electricity outages or failure of emptying waste bins, illegal dumping, or inappropriate burning of garbage.
- Users must be able to add photos, comments and other clarifications for quick interventions by the City.
- Add auto-responses on digital requests with specific time indications regarding the expected answer or delivery of service.
- Customer feedback information should be made available to the correct department within the city. Responsibility should be assigned and individuals must be held accountable.

4.5.2. Improving Stakeholder Engagement

- Digital platforms can support stakeholder engagements by promoting 'offline' workshops and community meetings, stakeholder meetings and roundtables, online consultations, community reference groups, advisory panels, drop-in sessions, surveys, school workshops, etc.
- Encourage general public, civil society organisations, trade unions, business organisations, political parties, governmental institutions and other actors to participate in online public consultation.

- An online portal can allow any citizen to suggest an initiative or make comments on national or local government.
- Cities can use online polls as part of digital public participation and decision-making processes.
- Stakeholders can select categories of issues they are interested in or may select geographical areas they are interested in.
- Send notifications to stakeholders to participate on topics they have an interest in.

4.5.3. Info-Sharing Services

- Info-sharing service that makes all public data and information available free-of-charge on a web service for fast and easy access. The information includes statistical and GIS data as well as comprehensive and diverse outlooks on urban phenomena such as living conditions, economics, and wellbeing.
- A single centre where any information in the country can be petitioned. The request is tracked and relevant persons held accountable for any delays.
- Promote collaborative strategies to manage geographic information based on official policies and standards, using technological tools that enable information management and facilitate the development of institutional strategies for best practices related to the data lifecycle.
- The application can identify, through an interactive map, variables to make decisions about housing or investment in the city within a search radius of 0.5 to 2 km.

4.5.4. Performance Management System

- Develop a performance management system that helps policymakers make more informed decisions on the delivery of public services and to provide citizens with information on services, programme outputs and resource allocation.
- The system publishes information regarding departments and cross-cutting efforts according to targets and priorities set by council.
- Departments must regularly assess and provide progress, which is uploaded to the system.
- The system improves accountability and transparency of the city's administration and strengthens the management of the city's programmes by measuring their output.

4.5.5. Land Registry

- Develop ICT-based land registry and management system which is integrated with registration departments, land-acquiring bodies, banks and other financial institutions.

4.5.6. Operations Centre

- Establish an Operations Centre.
- Collect, analyse and channel data in order to make better (and often real-time) decisions.
- Integrate Operations Centre with data collection points including weather, CCTV, traffic count, police and emergency vehicle GPS.
- Integrate Operations Centre with operational services, including police, emergency response, CCTV room, transport, energy and communication.

4.5.7. Policy and Strategy Planning

- Develop an e-Government plan or strategy every five years due to constantly evolve e-government environment. The plan should include:
 - Developing all-digital government services
 - Reforming public administration based on intelligent information
 - Creating more digital-friendly industries
 - Building e-government platforms.

- Digital strategy should focus on:
 - A user-friendly and simple digital public sector
 - Better use of data and quicker case processing
 - More cohesive welfare services
 - A better framework for the business community
 - Having public-sector data as a growth driver
 - Having an efficient utilities sector, public sector data protection, robust digital infrastructure and digitisation for everyone.
- Digital strategy may consider:
 - Mandatory digital post
 - Mandatory online self-service for individuals and businesses
 - Telemedicine solutions for people with chronic disorders
 - Digital learning tools
 - Availability of public-sector data online, free-of-charge for individuals, businesses and authorities.

4.5.8. Branding as a Component of Business Attraction Management

CoW needs to formulate a bold vision for the future that helps brand the city in the eyes of investors.

The slogan “The Gateway to endless Opportunities” was raised, origin unknown, and credit is acknowledged to the person who formulated it. To unpack: (meaning and applicability) the following remarks:

- “Gateway”: Implies Windhoek as the capital city of Namibia. Gateway to investment in Windhoek, but not limited, the Gateway to all four corners of Namibia.
- “endless”: Endless like the vast deserts and plains of Namibia.... It is ongoing.
- Opportunities: Real investors will “see” the opportunities and explore and create it further.

Slogan and Branding must speak to each other and it is advisable that specialists in branding be engaged to develop a suit of branding products.

4.5.9. Entities Involved in Economic Development and Investment Attraction Management

- Economic Development and Investment Attraction cannot be conducted in isolation. This is not something that can be assigned to one entity.
- There needs to be a clear division of labour between stakeholders in a locality. Each entity may conduct one or multiple of the following:
 - Branding of the area.
 - Business attraction, including proactive lead generation, prioritisation of direct sales over broad marketing efforts and investment promotion characterised by flexibility responsiveness to market changes, agility, and ‘doing’ and ‘learning’.
 - Taking the lead role in facilitating visits from potential investors and connecting the investors with different local stakeholders such as innovation centres and cluster organisations, research institutes and city departments. In the case of especially important visits, the city orchestrates different stakeholders by putting together a task force before the visit takes place. In addition, a one-point entry desk that tailors programmes to visiting business delegations can be set up.
 - Assisting investors to recruit talent.
 - Creating a one-stop-shop for soft landing.
 - Cluster organisations also play a key role in the establishment phase, offering networks

and innovation activities that help the investing business to settle in.

- Promoting cluster development and talent attraction since access to the triple-helix innovation ecosystems, cluster networks and talent are important aspects to help the investing firm to grow and innovate.
- Taking measures to grow the pool of international talent in the city.

4.5.10. Innovative Business Attraction

- To attract global tech companies to help reach carbon neutrality goals, Copenhagen used innovative public procurement as a tool for business attraction – here termed challenge-driven business attraction.

4.5.11. Current Investment Incentives Utilised by Local Authorities

Most local authorities utilised a combination of the following to promote investment:

- Developing incentive packages based on development regions (or precincts), sectors, projects and/or firm level.
- Creating a one-stop-shop for investors where all their Municipal needs are managed.
 - Applicable for applications that meet the defined criteria as per the determination of qualifying projects.
 - A dedicated process manager as a single point of contact to facilitate the flow of information and decision making.
 - Expedited processing through a Joint Operation Committee (JOC) of City experts through a defined meeting or a series of such meetings.
 - Utilisation of experts to augment the internal team in finalising outstanding but crucial information.
 - Relaxation of some conditions of development (not to infringe on any legislation or stakeholder).
- Area improvement incentives.
 - City Improvement Districts
 - Spatial Targeting
 - Expediting rollout of free Wi-Fi in identified development areas
- Reducing the cost of land acquisition.
- Bulk infrastructure maintenance, development and connection.
- Site preparation.
- Modification and streamlining of local zoning and permit procedures. These include expediting applications such as:
 - The right to convert rural / agricultural land to urban-use land.
 - The increase in densities and height to allow more intensive development.
- Cost reductions, including the reducing or exemption on the cost of real estate transfers, permits, fee waivers, property tax abatements.
- Developing a policy position to guide long-term investment.
- Investing in enabling projects that will unlock other projects.
- Investing in capital projects, even if additional funds need to be borrowed.

The incentives can also be classified according to types of incentives:

- Firm-based Incentives
 - Tax abatements / rebates
 - Fee waivers
 - Expedited site approval processes
 - Up-zoning

- Energy improvements incentives
- Other types of grants or guarantees
- Project-based Incentives
 - Zoning changes
 - Demolitions and site improvement costs
 - Infrastructure enhancements
 - Fee waivers
 - Electricity subsidies
 - Property tax rebates
 - Parking constructions for employees of tenants or client usage
 - Subsidies for construction of retail space
- Generic Fiscal Incentives
 - Bulk service contribution waiver and/or rebate
 - Property rates exemption
 - Property rebate
 - Property rate reduction
 - Waiver of fees related to the application or connection to bulk infrastructure
 - Alternative and/or renewable projects Incentives
 - Rebate on electricity tariffs

4.6. Key Findings from Primary Research

4.6.1. Surveys

Three surveys were conducted in Windhoek during the study, including a MSME/trade, tourism, and manufacturing survey. Key findings, as it pertains to investment, were:

ISSUE	INTERNAL/EXTERNAL	FINDINGS
Business Confidence	EXTERNAL	There is good business confidence across all sectors. Businesses are under the firm belief that there will be improvement in turnover, employment, market share and physical space within the next 12 months.
CoW's infrastructure service delivery	INTERNAL	<ul style="list-style-type: none"> • In general, business is satisfied with CoW's service delivery. Many businesses indicated that they believe that their neighbourhoods are kept clean and that roads are well-maintained. • businesses were mostly satisfied or highly satisfied with water at business, sanitation at business, refuse removal at business, signage in town, storm water drainage near business, marketing of Windhoek, cleanliness of town, road networks and road conditions. • Service areas where businesses were dissatisfied or highly dissatisfied were personal, business and tourist security, parks and recreation amenities for tourists, good value for rates and taxes, and public toilets in vicinity of businesses.
CoW Accounts	INTERNAL	<ul style="list-style-type: none"> • Most of the businesses had local municipality accounts for electricity, rates and taxes, refuse and water. A significant share of businesses indicated that they had experienced problems with electricity, water supply, refuse not picked up, and didn't receive account in the 12 months prior to the survey.
CoW Customer Service	INTERNAL	<ul style="list-style-type: none"> • Most businesses were reasonably satisfied with CoW's personnel, with a slight majority indicating that staff were friendly, helpful and polite. In some cases, businesses indicated their dissatisfaction with how quickly they were helped, the ease with which to find the correct staff member to assist and how promptly a query

		was resolved. A significant share of businesses indicated their dissatisfaction with how easy the process was to resolve their issue.
CoW Permitting Procedures	INTERNAL	A significant share of businesses indicated that they did not find the process to require permits easy or very easy.
Awareness of Investment Incentives and Promotion	EXTERNAL	<p>A large proportion of businesses in all three sectors have not heard about the Trade and Investment desk at MIT, Business Support Programme or the Namibia Business Innovation Institute at NUST.</p> <ul style="list-style-type: none"> Most businesses have also not heard about the Namibia Incentive programmes. This indicates businesses lack awareness about these programmes.
Trade Agreements	EXTERNAL	<ul style="list-style-type: none"> Few businesses enjoy benefits from Free Trade Agreements (FTAs) and Economic Partnership Agreements (EPAs). In addition, few exploit local or regional incentives, of which most received local rebates, while some receive fiscal and non-fiscal regional incentives. Findings from the surveys show that businesses in all sectors are either not informed of investment opportunities available or do not comply for these incentives. Some 45% of business would prefer to receive investment-related information via email, 18% via one-on-one meetings, 15% via websites and 12% at a conference.
Business that already receive incentives		<ul style="list-style-type: none"> Businesses that already receive incentives appear to prefer investor conferences and fair trades are better engagement vehicles than local economic development forums. They also appear to find the municipal processes easier, although they had mixed reactions on how long these processes took. Businesses that already received incentives tend to have stronger skills in their business. These businesses are more likely supermarkets while many rent

		<p>properties from the local council or are located within the Grove Mall or in other malls, except for Maerua Mall and Wernhill Park and street-facing businesses. These businesses indicated that their current location is close to main roads and their suppliers, large companies and clusters of companies similar to themselves.</p> <ul style="list-style-type: none"> • Businesses that already received incentives indicated that the cost of rent or land and the availability of water are significant disadvantages for their business and that they see no value in a logistics hub. • In general, many industries and product ranges appear more likely to receive incentives, especially textiles, shoes, other food products, liquor, pharmaceutical products, cigarettes, publishing, stationery and printing, and businesses that carry out repairs and maintenance.
Use of ICT	INTERNAL	<ul style="list-style-type: none"> • Almost half of the surveyed businesses paid their municipal accounts via internet payment, yet a significant proportion of businesses physically went to the City of Windhoek Customer Care Centre to make account payments. • Few businesses were aware that CoW had an e-service and only a fraction of business has ever used the e-service. When they did use the system, most used it for electronic account enquiries and a fraction used it for tender submissions and service applications. These findings show that businesses are not aware of CoW's e-service.
Participation	INTERNAL	<ul style="list-style-type: none"> • Few businesses have participated in local initiatives and stakeholder platforms, including local economic development meetings, local policies and investment conferences or trade fairs.

TABLE 8: KEY FINDINGS FROM SURVEYS

4.6.2. Stakeholder Engagements

The key findings based on the interviews and visits to stakeholders are listed below:

ISSUE	EXTERNAL/INTERNAL	FINDINGS
Economy	EXTERNAL	<ul style="list-style-type: none"> • Windhoek has a diverse economy, but is mostly reliant on Government services, construction, manufacturing and trade. • Windhoek has limited primary sector activity. After demarcation, the new CoW boundaries include agricultural land. There are also two copper mines in the area that operate periodically. <p>The secondary sector is an important sector for Windhoek, especially manufacturing and construction</p> <ul style="list-style-type: none"> • National Government austerity measures had a significant influence on the local economy. This was especially felt in the construction industry, where several projects were stopped. This had a ripple effect on several other sectors such as trade and manufacturing; • The tertiary sector is a crucial sector for Windhoek, especially wholesale and retail trade, real estate and business services, community, social and personal services, public administration and defence. The private sector is cautious to expand their operations, citing the weaker Namibian economy as the main reason; • The private sector, particularly the construction industry, is willing to continue investing in Windhoek. They pointed out that turnaround time and efficiency are two factors that have significant impact on their industry.
Property and Floor Space	EXTERNAL	<p>There had been significant shop floor space expansion within Windhoek with the opening of the Grove Mall of Namibia. There is limited expansion being planned within trade</p>

		<ul style="list-style-type: none"> The real estate and business services market is under severe strain. There is an oversupply of property in certain market segments.
Health and Social Services	EXTERNAL	<ul style="list-style-type: none"> The Ministry of Health and Social Services wants to construct a new hospital. The property cost is a barrier to development. There is a lack of old age homes in Windhoek. <p>There is a lack of below-entry-level housing in Windhoek. Without subsidies, property developers are not interested in this market segment due to costs exceeding potential income.</p>
Barriers	INTERNAL	<ul style="list-style-type: none"> One of the barriers to investment is red tape. Emphasis was placed on how long certain processes and procedures take, including but not limited to getting building plans signed off, applying for bulk services and special rights on property. After the CoW boundary demarcation changes, some property owners were upset that they must pay for services that they do not receive. There is a lack in pedestrian and cycle lanes which will improve connectivity in Windhoek.
Opportunities	INTERNAL	<ul style="list-style-type: none"> There is significant opportunity for tourism, but points of interest are not geared towards providing a quality product offering. There is good support for a Riverwalk development next to the river geared towards tourism products such as accommodation, restaurants and entertainment; Most vegetables sold in major retailers are imported. There are several opportunities within agro-processing on the periphery of Windhoek.
Stakeholder Engagement	INTERNAL	<ul style="list-style-type: none"> There is a general lack of stakeholder engagement and public participation by CoW. There do not appear to be any

		official platforms through which the business community can engage the municipality.
--	--	--

TABLE 9: KEY FINDINGS FROM STAKEHOLDER ENGAGEMENTS

4.6.3. Current Disincentives and Problems in CoW

Table 10 provides a list of disincentives and problems experienced in CoW from the municipality's perspective. The table further provides potential solutions to the disincentives and problems.

TABLE 10: DISINCENTIVES AND PROBLEMS IN CoW AND POTENTIAL SOLUTIONS

Disincentives/Problems	Incentives/ Potential Solutions
An Institutional culture to say 'no' rather than to find creative solutions.	<ul style="list-style-type: none"> Corporate culture to be focused on finding solutions that are merit-based and satisfy the strategic needs of the city. Pro-active engagement with key development partners and stakeholders. The city should have a pro-development approach.
Comfort zones (e.g. no additional water meter without a subdivision).	<ul style="list-style-type: none"> Logical policies and implementation that could increase revenue (may require regulation changes). Regulations/policies/by-laws must be fully available to the public and preferably online.
Time to get approval for planning actions is so long that we successfully deter development.	<ul style="list-style-type: none"> E- submissions Streamline processes and institute parallel evaluations Make processes as easy as possible Time limits imposed Accountability/performance tracking
Zoning plans and GIS are outdated.	<ul style="list-style-type: none"> Re-instate online cadastral and zoning plan availability Make all services infrastructure available online Bring the GIS database up to date and avail to the public Work with NSA to achieve this or outsource Single platform with all public data
Planning under pressure or pass the buck to the developer.	Must formulate an integrated development plan to determine what is required to accommodate an additional 200 000 people by 2030 and develop the bulk services, planning, reticulation, etc.
<ul style="list-style-type: none"> Inflexible to protect the rights of all existing land uses and users. Protect schemes at all costs and are sceptical about higher densities and zoning and other concessions. Looking from a regulatory viewpoint rather than from a service-orientated or even economic point of view. 	Must reconsider our approaches to planning and land use and be more focused on facilitating economic development, investment and job creation.
Serviced land of all land uses is not freely available. Previously the CoW delivered about 500 erven per year which were sold at great profit. This no longer happens.	Reactivate an integrated erf development and servicing programme to satisfy the demand for the entire spectrum inclusive of informal settlement formalisation. (Cost recovery and Social Housing).
Bulk services are not adequate to provide for future development.	Planning should lead development. Development must be done as a pre-requisite for future settlement.
Not considering service provision alternatives such as dry sanitation, rudimentary services, etc.	Understand the need, demand and affordability levels and explore new technologies that could satisfy the demand. Plan accordingly.
A lot of land, buildings and areas with infrastructure capacity that is not used to its full potential, such as the buffer zones between Windhoek and Khomasdal/Katutura.	Identify all such facilities and re-purpose/develop it. (Ramatex, Show Grounds, Power Line reserves, etc.).

Historically the poor as far away from the main employment areas.	Change our mind-set and planning practice.
Urban sprawl preferred over densification.	Rethink our approaches to density, mixed land use, parking and bulk provisions, etc.
Public Open Spaces are not used or developed.	Urban Agriculture/hydroponics/aquaponics?
Do not understand or anticipate the economic and land-use needs of our population, such as for MSMEs that grow out of the small facilities.	A tiered process is required where a MSME would start off in an incubator facility, then be able to rent a slightly larger and better facility and then eventually move into the formal system. Avail assistance such as training and financing as well. The Letshego Agreement provides an indication of the magnitude of finance needed.
Land is very expensive. If people make money they must pay as much as possible for the land irrespective of how many employment opportunities are created or how much it contributes to the economy. We worry about the value of the land rather than the economic impact of the investment unlocked by the land.	<ul style="list-style-type: none"> • Change our mind-sets and approach where we would rather incentivise our land if it satisfies a certain set of criteria that would promote local economic development. (Job creation, BEE, unlocking value chains, etc.). • Consider direct incentives such as reduced land cost and rates and taxes discounts/ holidays. • Use national tools such as the flexible land tenure system, starter titles, and various levels of service to address the affordability of our constituents. Starter Titles are informal land rights which can be designed and implemented by the city to provide a first step toward eventual land ownership. • Remember, we need to employ another ±100 000 people over the next 12 years
No effective plan to accommodate population growth. (Need 100 000 more houses in the next 12 years)	Planning, Planning, Planning 8000 erven of various levels of service to be made available per annum.
Speculation about the future regarding water.	<ul style="list-style-type: none"> • National problem that CoW together with GRN should attend to. (Water from elsewhere). • Also improved reclamation from Gammams. • Improved water demand management.

5. Investment Framework

This section will outline the investment framework of the study. It will delineate the overall vision and objectives for investment in the city, including the investor perspective.

5.1. Benefits of Investment

Investment implies the creation of new businesses in the area that provide direct and indirect jobs. New business also come with new resources, technology and skills that, through exposure, learning and skill transfers, may improve the area's business and management practises, technology and innovation. New businesses may also create a spill-over effect that may result in cluster development around certain competencies, while significant investment may lay the foundation for creating niche specialist fields within which CoW can become a global leader.

Increased competition amongst businesses may result in consumer benefits such as lower prices, more variety and increased quality products and service. New entrants will also increase the demand for downstream resources such as raw material, components, products and services.

The primary goals for new investment in Windhoek should be to create new jobs and to increase the revenue for CoW.

5.2. CoW Investment Goals

The role of CoW regarding investment is to create a roadmap for investors on how they can invest in the city. The CoW IIPS seeks to increase investment and improve the investment climate and enabling environment in the area by achieving the following goals:

- To create an enabling environment for investment
 - To reduce red tape by improving internal procedures and processes
 - To improve bulk infrastructure
 - To improve connectivity
 - To improve access to resources
 - To improve access to funding and incentives
- To identify investment opportunities
 - To identify comparative advantages
 - To identify key investment sectors
 - To identify potential projects
- To improve stakeholder and investor communication and stakeholder engagements
 - To improve CoW internal stakeholder communication
 - To improve CoW and potential investor communication
 - To improve CoW and existing business community communication
 - To improve CoW and other stakeholder communication
 - To create an efficient WED and Investment Partnership

- To improve regional competitiveness
 - To improve local business competitiveness
 - To improve local business productivity
 - To improve education levels and skills
- To increase awareness of investment opportunities
- To develop investment promotion claims
 - To develop niche investment opportunities
 - To improve global rankings
- To attract investment
 - To encourage existing businesses / investors to expand their operations and production
 - To encourage existing businesses / investors to enter new geographical markets (e.g. exports)
 - To encourage existing businesses / investors to expand their product ranges
 - To encourage new investors to invest in Windhoek

5.3. Strategic Guidance for Investment Incentives

The investment incentive decision must be guided by the following strategic principles:

- Investment incentives must form part of integrated spatial planning and frameworks.
- Coordinated infrastructure master plans must be developed to respond to integrated spatial planning.
- The Town Planning Schemes must be combined into a single plan which includes the expanded boundary area.
- Precinct Plans need to be formulated for mega development and redevelopment of areas.

5.4. Principles for Investment Decision Making

Before any investment incentive decision is made, CoW must ask and be satisfied with the answers of the following questions:

- Would it contribute to BEE?
- Would it create sustainable employment and economic longevity?
- Would it contribute to the economy and to what extent?
- Does it contribute to spatial justice?
- Would it help with integration of the areas of town? – e.g. mixed land use mixed incomes, mixed age profiles, bringing the eastern and western suburbs together.
- Would it make our land use more effective? – e.g. use underutilised land more effectively such as the show grounds, increase density, bringing poor people closer to town.

5.5. The Investor Perspective

5.5.1. Dissonance-Reducing Buyer Behaviour

Investment tends to be a highly complex, highly involved process in a buying environment where there is little difference between the places where you can invest. Investors in such an environment tend to display dissonance-reducing buyer behaviour and will shop around to learn what is available. If the investor finds quality differences in the place offering, then the investor may be willing to pay a premium, but if the investor finds little difference, then he or she may simply make their decision based on price.

After the investment, the investor may experience dissonance that stems from noticing disquieting features or hearing favourable things about other places. The investor will be alert to information that supports his or her decision. CoW will need to ensure that it supplies beliefs and evaluations that ensure the investor feels good about his place decision after purchase.

5.5.2. Motive for Investing

Traditionally, there are several motives for business to invest in a new area. This section will briefly review these motives.

5.5.2.1. Market-seeking

Businesses entering a new market do so to sell more of their products or services. By locating within an area, the business can more efficiently deliver the product or service, e.g. McDonald's operations must open in an area to enable them to sell their product to the local market.

CoW has a good case for businesses that have a market seeking motive. As indicated in Section 3.2.1 of this document, it is expected that the market size (in terms of population) will increase from between 415,074 and 416,997 in 2018 to between 626,229 and 636,416 in 2030. This implies that the market size in CoW will increase by about 50% in 12 years. However, cognisance must be taken of the nature of the market since new migrants are generally in the lower income brackets and the potential is therefore probably in the satisfaction of very basic needs.

This implies significant opportunity for new and existing businesses to provide products and services that households in the area already consume, including food and beverages (36% of household consumption), housing (31%), local transport and communication (7%), furniture and equipment (5%), and clothing and footwear (4%). (Namibia Statistics Agency (NSA), 2018)

5.5.2.2. Resource-seeking

Businesses with a resource-seeking motive need to move to an area based on the area's availability of a specific resource. Good examples of this are breweries that require grain and water, or mines that must extract the mineral.

The city has limited agricultural and mining resources, but a strong secondary sector. This implies that a significant proportion of Namibia's resources are taken to Windhoek for beneficiation. The main constraint for Windhoek to benefit from agro-processing and mineral beneficiation is the lack of water resources in the area for these two water-intensive industries.

5.5.2.3. Efficiency-seeking

Businesses entering a market with an efficiency-seeking motive do so to take advantage of incentives that are of strategic importance to the business, such as a more competitive supplier market, lower land costs, rates and taxes, availability of skilled labour or lower minimum wages.

CoW has a weak case for businesses following an efficiency-seeking motive. Namibia has good incentives, including special incentives for manufacturers, incentives for exporters of manufactured goods and export processing zones. CoW, on the contrary, has no fiscal incentives. CoW also does

not have significant land available and there is limited serviced land available for development. This implies that CoW does not have a significantly better offer to investors compared to other major investment destinations in Namibia.

5.5.2.4. Strategic asset-seeking

Businesses following a strategic asset-seeking motive believe that investment will improve the business's long-term strategic goals, which varies from business to business. In CoW's case, this long-term strategic goal may include global businesses which do not have a footprint in Africa or SADC to open their first branch on the continent or in the region. As the government and education hub for Namibia, other investment drivers that CoW can leverage may seek include, but are not limited to, innovation, productivity and competitiveness.

5.5.3. Investor Demands and Needs

5.5.3.1. Client Service

The modern approach to investment attraction shows that investors are accustomed to increasingly superior service. This has increased investor's expectations from investment destination promoters, including, but not limited to, the following:

- The investor only wants to deal with one account manager or a few contact persons.
- Turnaround time on investment and projects must be fast and effortless.
- The investor wants to access to services 24/7. E-government services allow for investors to conduct business 24/7.
- Processes and procedures need to be simple, fast and efficient. For example, if the applicant has submitted contact details in one online application, then he does not have to complete the same information in a second application.
- All processes and procedures need to have expected completion times.
- Any issue needs to be red-flagged and the client needs to be contacted via their preferred method of communication immediately.

5.5.3.2. Information

Keyword analysis provides insights into the words, phrases and typical information that Google search users seek at a global scale. Section 10.1 provides several generic investment and sectoral, Windhoek and Namibia, agriculture and agro-processing, tourism and MSME orientated keywords. The tables illustrate each keyword's search range per month, the level of Adword competition and the expected price range per click.

5.5.3.2.1. INVESTMENT AND SECTORAL KEYWORDS

Table 20 on page 136 of this report shows several generic investment and sectoral keywords. Keyword analysis indicates that generic terms such as 'investing' and 'real estate' are globally search between 1,000,000 and 10,000,000 times per month.

Several variations of investment were searched for. Keywords such as 'accredited investor', 'alternative investments', 'best investment plan', 'best investments', 'business opportunities', 'capital investment', 'emerging markets', 'equity investment', 'fdi', 'foreign direct investment', 'how to invest in real estate', 'institutional investor', 'investment advisor', 'investment management', 'investment opportunities', 'investment plan', 'investment strategies', 'portfolio investment', etc. were globally searched for between 10,000 and 100,000 times per month. This indicates that that potential investors are actively searching for investment opportunities and methods to channel their investment.

Extensions of real estate are also often searched for. Three keywords were searched between 100,000 and 1,000,000 times per month (globally), namely 'commercial real estate', 'property' and 'property for sale', while real estate investment keywords, such as 'property development', 'investment

properties' and 'real estate investing' were globally searched for between 10,000 and 100,000 times per month. This indicates that information on property or real estate investment is highly sought.

Several sectors were often searched for. Globally, 'trade', 'manufacturing', and 'transport' were searched for between 100,000 and 1,000,000 times per month, while 'industrial sector', 'tourism industry' and 'construction industry' were searched for between 10,000 and 100,000 times per month.

There are also several searches for 'how to start a business' (between 100,000 and 1,000,000 global searches per month), 'small business ideas' (between 100,000 and 1,000,000 global searches per month) and other keywords focusing on creating a new small or online business. This indicates that there are several potential small business investors that require assistance with navigating the maze of legislative, regulatory and practical aspects of starting a new business. CoW should provide start-ups with step-by-step guidelines on how to start their new small or online business.

5.5.3.2.2. WINDHOEK AND NAMIBIA BRAND

Location-based keywords are listed in Table 21 on page 137 of this report and show that:

- Globally, cities such as 'Amsterdam', 'Barcelona', 'Dubai', 'London', 'Madrid' and 'Miami' are searched between 1,000,000 and 10,000,000 times per month.
- Globally, African cities such as 'Cape Town', 'Dakar', 'Johannesburg', 'Nairobi' and 'Tunis' are searched between 100,000 and 1,000,000 times per month.
- Globally, 'Windhoek' is searched about 10,000 to 100,000 times per month. This places Windhoek at the same level as 'Gaborone', 'Harare', 'Lilongwe', 'Lusaka', 'Maputo', 'Maseru', 'Swakopmund', and 'Walvis Bay'.
- The term 'Namibia' (100,000 to 1,000,000 global searches per month) is searched more often than 'Windhoek' (10,000 to 100,000 global searches per month).

This indicates that both Windhoek and Namibia are searched for at about the same level as its regional peers, but significantly less than global and major African cities.

5.5.3.2.3. AGRICULTURE AND AGRO-PROCESSING

Agriculture and agro-processing keywords are listed in Table 22 on page 138 of this report and indicate that there are a wide range of topics that people search regarding agro-processing:

- The phrase 'healthy food' was globally searched for between 100,000 and 1,000,000 times per month. This is an indication of the healthy living/healthy eating consciousness movement whereby consumers attach high value to knowing where their food comes from, eating more organic foods, understanding the nutritional value of what they are eating and living a healthier lifestyle overall.
- Several extensions of food were globally searched for between 10,000 and 100,000 times per month, including 'food technology', 'food supplement', 'food safety certificate', 'food safety', 'food production', 'food preservation', 'food packaging', 'food manufacturing', 'food industry', and 'food company'.
- Several extensions of processing, including 'what is processed food', 'processed meat', 'processed foods' and 'meat processing', were globally searched for between 10,000 and 100,000 times per month.
- Several extensions of agriculture were globally searched for between 10,000 and 100,000 times per month, including 'importance of agriculture', 'agricultural science', 'agricultural engineering' and 'agricultural economics'.

5.5.3.2.4. TOURISM

A list of tourism-orientated keywords is provided in Table 23 on page 140 of this report and indicates that:

- Generic terms such as 'safari' (between 10,000,000 and 100,000,000 global searches per month) and 'tourist attractions' and 'tourist information' (between 1,000,000 and 10,000,000 global searches per month) and are often searched keywords
- 'Air Namibia' and 'weather Windhoek' are the two most searched keywords (between 100,000 and 1,000,000 global searches per month), mentioning Namibia and Windhoek. The only other keyword found relating to Windhoek or Namibia that was searched between 100,000 and 1,000,000 times per month was 'Himba'.
- Other tourist-orientated information searched for globally between 1,000 and 10,000 times per month (unless otherwise indicated) were:
 - Accommodation – e.g. 'accommodation in Windhoek'
 - Specific accommodation establishments – e.g. 'Hilton Windhoek'
 - Activities – e.g. 'Namibia safari', 'what to do in Windhoek' (100 to 1,000 global searches per month) and 'events in Windhoek' (100 to 1,000 global searches per month)
 - Tourism and tourism organisations – e.g. 'Namibia Tourism'
 - Organised tourism – e.g. 'Namibia Tour'
 - Flights and transport – e.g. 'flights to Namibia'
 - Cultural tourism – e.g. 'Namibian people'
 - Activities and activity establishments – e.g. 'Windhoek Country Club'
 - Weather – e.g. 'Namibia weather'
 - Location information – e.g. 'best time to visit Namibia', 'Windhoek map' and 'is Namibia safe'
 - Local products and brands – e.g. 'Windhoek beer'
 - Banking – e.g. 'Nedbank Namibia'
 - Hospitality – e.g. 'restaurants in Windhoek'

5.5.3.2.5. MSME

A list of MSME-orientated keywords is provided in Table 24 on page 142 of this report and indicates that CoW can assist small business by loading content on the following topics:

- Promoting local 'business for sale' and 'buy a business'.
- Showcasing 'business ideas' and 'small business ideas', such as LED programmes and projects.
- Providing tips and examples of bankable 'business plan' and 'business plan sample'
- Information on 'franchise', 'franchise business' and 'franchising'
- Tips on 'how to start a business' in Windhoek
- Information on CoW's 'incubator', 'business incubator' and incubation programme as well as any 'business accelerator' programmes
- 'Network marketing' and networking options in CoW such as the WED and Investment Partnership
- How to start an 'online business'
- How to promote your business and conduct 'multi-level marketing'
- How to access 'business funding', including 'small business grants' and 'small business loans'
- What 'business support' CoW offers to local business

5.5.3.3. Creating Value

Investors are in search of value when they invest. This implies that they want to maximise their benefits while limiting their costs.

Figure 5 illustrates that benefits can be both functional and emotional, while costs can be monetary, time, energy or psychic (i.e. the effort associated).

FIGURE 5: VALUE

$$\boxed{\text{value}} = \frac{\text{Benefits}}{\text{Costs}} = \frac{\text{Functional Benefit} + \text{Emotional Benefits}}{\text{Monetary Costs} + \text{Time Costs} + \text{Energy Costs} + \text{Psychic Costs}}$$

CoW must use its institutional leverage to create value for investors. This may include creating soft landings for clients to maximise the functional and emotional benefits for investors or using its people and processes to provide easy, fast and efficient services to investors.

6. Investment Incentive Pathways

The investment incentive pathways are the strategic framework within which investment needs to be framed. This section will delineate the aspiration view of the investor's experience, the foundations that need to be laid for investment, and the investment marketing plan, including the investment product offering. The strategy focuses on how CoW can create a conducive environment for investors by reducing factors that may discourage investors to invest and to create incentives for investors to invest in Windhoek.

6.1. An Aspirational View of the Investor's Experience

The section briefly outlines the **aspirational service that an investor may experience in Windhoek in the future**. This section will focus on the investor's perspective.

The investor may be interested to invest to attain a **market, resource, efficient or strategic asset seeking reason**. His initial search is to discuss his investment intent with peers and business partners and to conduct an **online search**.

The Google search takes the investor to the **CoW sectoral website** within which the investor operates. The website provides convincing **arguments and information** on why the investor should invest in Windhoek. The investor finds an **information-sharing portal** that has all the latest SADC, Namibia and Windhoek data.

The website further showcases **GIS, policy, industry market supply and demand studies, annual industry surveys and all the investment opportunities** within Windhoek. One particular investment opportunity catches the investor's eye. The investor finds that the opportunity has a **high-level pre-feasibility study** which shows that the opportunity is viable. It further shows the **concessions and investment incentives** available to the investor for the opportunity.

After conducting analysis using the **easy-to-download** opportunity, market and incentive data from the CoW website, the investor also comes to the conclusion that the investment opportunity may be viable in Windhoek. The investor further compares Namibia and Windhoek's **rankings on global and city indexes** against other potential investment destinations. The investor finds that Namibia and Windhoek are present and perform well on many indexes and outperform most of its peer countries.

The investor makes an appointment with an investment officer at CoW's **Investor One-Stop-Shop**. At the meeting, the investor finds a **helpful and knowledgeable investment officer**. After expressing his wants and needs, the investment officer can provide the investor with a **step-by-step guide on how to unlock the investment opportunity**.

The investment officer becomes the investor's **only access point** with CoW. The **investment officer assists the investor** to find suitable land, apply for all the required permits, transfers and services, introduces him to a network of similar business owners and other industry stakeholders, finds the right talent for his business, introduces him to potential suppliers and markets, etc. To deliver this service, the investment officer uses the City's **SMART system** that unites all municipal staff and departments to effectively deliver **fast, easy, and efficient services to the investor**.

After his **soft landing**, the investor and his staff experience a well-oiled city that is easily **accessible 24/7**. All **accounts and payments** can be done via the **CoW website**. The website further allows for **applications, requests and queries** that are promptly responded to.

The city has innovative **monitoring systems** that provide CoW with information on potential **water leaks and illegal electricity connections**. Early detection saves CoW significant funds, which in turn allows the municipality to either lower its rates and taxes or use the funds for infrastructure improvements.

The city also provides the investor and his staff with a **stress-free small-town-in-a-city feel**. The city has all the benefits of a small town, such as **limited traffic** and a **caring community**, while having the **perks of a major city**. The investor's staff live close to their place of employment or can use the bus, walking or cycling lanes to get to work. The investor and the staff have access to **world-class health** and primary, secondary and tertiary **education**. The city further offers **shopping, activities and events**, world-class gyms and many other amenities or entertainment options.

The **free, city-wide Wi-Fi** allows everyone to connect to **CoW apps** that make **city living** simpler, easier and more efficient. These apps provide the best public transport options to travel from one area to another, available parking in the city, tourist site information, business directory, etc.

All systems are linked to the **CoW Operations Centre** that allows for **real-time city management and decision making**. The Operations Centre ensures that all CoW operations such as electricity, potable and non-potable water, sanitation, refuse removal, transport, streetlights, traffic and traffic lights, etc. run smoothly.

City-wide CCTV provides the Operations Centre with the ability to keep the investor, his staff and business property safe. The **police and EMS services** have operational personnel within the Operations Centre and can send out response teams whenever required.

All available evidence and his **continued engagement** with CoW through the **WED and Investment Partnership** have shown the investor that he has made the correct decision to invest in Windhoek. The investor is such a satisfied client of CoW that he has **availed himself to engage with other potential investors** as part of CoW's **investment attraction efforts**.

6.2. Status Quo Compared to the Aspirational Investor Experience

The section briefly outlines the status quo of the investment environment in Windhoek compared to the aspirational service that an investor may experience in Windhoek.

CoW does not have an investment unit that can assist investors with all aspects concerning investment in Windhoek.

CoW has one website with very limited information. There are no sectoral websites that can be managed and updated by the Investment Unit. The current website appears to be difficult to update and there is no clear understanding of the process to update website content.

The current process to find investment-related information and data for SADC, Namibia and Windhoek is cumbersome. Information is not shared amongst data owners and it is very difficult to get relevant data from data custodians such as NSA and other government departments.

In many cases, basic information that other investment destinations have are not available or do not exist. These include city ranking data, access to relevant national, regional and CoW policies, sectoral and industry data, market supply and demand studies, resource and value chain data, GIS information, industry survey results and investment opportunity information.

Information and data are not provided in easy-to-use formats such as datasheets (Excel) or GIS. Information and data at CoW and its neighbourhoods' levels are almost non-existent. Data that does exist are sporadic, making analysis difficult. There are very little data available that allow for comparative analysis.

The top investment opportunities in Windhoek don't have high-level pre-feasibility studies to provide the investor with basic information on what and how big the opportunity is. There is no indication of what concessions and investment incentives are available to the investor for an opportunity.

The current CoW website does not make a compelling case for investment. There is limited information on the website and almost none that an investor will require to assess investment opportunities. Many pages that should promote the city do not work properly, with pages or page content not loading.

CoW currently doesn't have an Investor One-Stop-Shop or an Investment Unit. Potential investors are currently left to navigate through a highly bureaucratic system with no clear guidance on everything that should be done to start a business, get approval for investment-related applications and permits, find suitable land, apply for zoning, transfers or services, etc. at CoW, the neither the regional nor national level.

There is currently no platform where the investor can access municipal staff, other relevant government officials, the business community, other investors and potential suppliers or markets. There is no Local Economic Development and Investment Forum where the investor can express concerns or make recommendations to improve investment-related processes and procedures.

Although CoW aspires to become a SMART City, there is little evidence of efforts towards this. The current processes and procedures are predominantly paper-based. It is difficult to track progress and is excessively long to follow. The current processes and procedures are slow, difficult and inefficient. The city has limited SMART city operational infrastructure, such as monitoring and managing electricity, potable and non-potable water, sanitation, refuse removal, transport, streetlights, traffic and traffic lights and other operations via efficient SMART technologies. The city does not have free, city-wide Wi-Fi, and the citizens of Windhoek have limited opportunity to access relevant information such as electricity usage, the bus schedule, traffic information, policy and EMS, parking information, etc. through digital platforms such as CoW apps, websites, etc.

There is a spatial disconnection in Windhoek between where people work, play and stay. There are few housing opportunities near work opportunities and few work opportunities near housing opportunities. The problem is exacerbated by the city only having limited public transport and little non-motorised transport infrastructure.

However, Windhoek already has many benefits to investors. The city does have a stress-free small-town-in-a-city feel to it. The city already provides investors, his family and some of its staff with the benefits of a small town, such as limited traffic and a caring community, while having all the perks of a major city. The investor and his family can already access good healthcare and education facilities, as well as shopping, gym, activities and events.

6.3. Investment Path Foundation

To achieve the aspirational service that an investor may experience from CoW in the future, several CoW operational aspects must be addressed. This section will outline the foundations needed for investment paths.

6.3.1. CoW Vision and Mission

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

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

6.3.2. Windhoek and CoW Brand

There is currently **no active attempt to manage the Windhoek and CoW brand**. This is evident through the lack of a branding strategy that delineates the brand key which is crucial for positioning the Windhoek brand. The **development of a brand strategy** is imperative as it will lead all communication and even some activity within the municipality.

6.3.3. Investment Data and Information

A critical shortcoming in Namibia and Windhoek is the availability of data. Investment decisions are made with data and information. The more information available, the more easily the decision can be made.

Most data are only available at national or regional level. There are no sectoral data available at local government level. By conducting **sectoral/industry, business and market supply and demand studies**, CoW can create a comparative advantage over other municipalities in Namibia. These studies should include the identification of market drivers, barriers and potential investment opportunities. Additional research should be conducted on the **top investment opportunities** up to at least a **pre-feasibility study** level.

Other gathered data can also be used for marketing purposes, such as business confidence, business satisfaction with the service municipalities deliver, etc.

6.3.4. Rankings on Indexes

Although indexes vary in nature, most indexes reviewed during this study are designed to measure or provide an indication of the **efficiency and effectiveness with which government performs its functions**. Rankings are therefore inevitably linked to systems, processes and procedures of tasks to be performed, as well as the staff and the skill they require to perform the task.

Windhoek and Namibia do not appear on many indexes. CoW needs to **lobby these indexes** to ensure Windhoek or Namibia's **inclusion** on them. In addition, CoW, with the assistance of the relevant Ministries and other stakeholders, must continue to **target key indexes** such as the World Bank Group's Ease of Doing Business and Global Competitiveness indexes by **improving the criteria on which these indexes are measured**.

In addition, indexes serve as a **great marketing tool**. By achieving a good result on indexes, CoW will be able to make claims such as "Windhoek is the best-performing African city of X index".

6.3.5. Integrated Planning

Policy certainty provides an investor and all other stakeholders with an indication of the municipality's development direction at a sectoral and spatial level. CoW already has well-developed policy and planning documents, but many of these are **outdated or do not address the real issues of the day** as presented in section 3.2 of this document. In addition, these plans are not integrated and lack cohesion to formulate a master plan on how local and investment issues will be addressed. However, the CoW is in the process of preparing an Integrated Urban Spatial Development Framework which will pull the various sectoral contributions together in a well-coordinated framework.

In the recent past, the lack of policy clarity had been escalated due to the **lack of implementation**. This has created a **backlog on service delivery** which in turn has a compounded negative effect on the real issues of the day. A good example of this is that 31% of households (or about 40,000 households) in Windhoek lived in shacks (improvised housing) in 2018. Using current growth rates, it is expected that an additional 60,000 households will require housing in Windhoek by 2030. This means that the municipality will have to provide 100,000 additional housing opportunities by 2030. None of the existing plans currently address these issues. Nor do they address the need of people to live close to places of employment or to create employment opportunities near labour pools. The impact due to the lack of implementation is not only limited to housing – the anticipated growth rates will place an additional burden on the transportation, water, sewer and electrical infrastructure.

Integrated planning is the only method that will assist CoW to effectively plan, implement, review and improve effective governance in CoW that will address the issues of the day. CoW needs to reconsider how and in what order their planning currently takes place.

Ideally, planning should start with a **growth and development strategy and a spatial development plan**, which together provide the vision for the city. The growth and development strategy will focus on 'what' needs to happen within the city, while the spatial development framework provides 'where' it will happen. These are high-level strategies that **address the sustainability of the city**, including its economic, social, environmental, infrastructure, institutional and policy direction.

At tier two of planning, each of the sustainability themes needs a strategy as well as key development plans. For example, economic development needs to be guided by a Windhoek Economic Development Strategy, which provides an overview of sectoral development opportunities within an area and provides guidance on which industries the city should base its economic development on.

For tier three planning, each key industry, e.g. tourism or manufacturing, an industry plan, such as a tourism plan or a manufacturing plan, needs to be developed. These plans should include an overview of industry level market supply and demand, key relevant value chains and the identification of specific potential projects. The projects need to be prioritised and the top opportunities must be developed up to pre-feasibility level.

Each sustainability theme will have its own set of tier two and tier three planning which needs to be developed in conjunction with each other to ensure overall cohesion of plans. For example, if tourism is to be a key industry in Windhoek, then the inputs, activities, outputs and outcomes of such a plan will affect and be affected by several non-economic plans in CoW such as zoning, infrastructure, local transport, etc.

Planning cannot happen in isolation. **All departments need to be involved in all planning efforts** and it all must be guided by the growth and development strategy and a spatial development plan, and supported by continuous engagement.

Planning is only one part of the process. **Budget and capacity** need to be assigned to all **prioritised projects**. The output and outcome of all strategies, plans, programmes and projects must be **reviewed** and **key learnings on how to improve** must be identified to be incorporated into the next round of planning.

The process of planning, implementing, reviewing and improving must be performed on a proactive **five-year basis**. CoW also needs to reconsider its institutional arrangements, specifically its **structure and systems**, to optimise its ability to perform its functions to ensure that the **implementation of strategies, plans, programmes and projects** are kept on track; otherwise, it becomes a wastage of already scarce financial resources to run numerous strategies without implementing their related outcomes. A proper example is the Sustainable Urban Transport Master Plan done in 2013, of which the proposed implementation programmes is far behind schedule due to a lack of financial support in the CoW's annual budgets.

Ideally, CoW requires a cross-department operational team consisting of senior executives and presided over by the **Chief Executive Officer (CEO)** to **coordinate**, daily, the running of the city.

6.3.6. Improve Stakeholder Engagements

Several developmental aspects within Windhoek do not form part of CoW's mandate. For instance, even if CoW has identified tourism as a key economic driver of the city, several aspects of tourism fall outside CoW's control, such as tourism visas, management of Hosea Kutako International Airport, Air Namibia, etc.

It is imperative that CoW develop a **stakeholder engagement plan** to unlock more economic development and investment opportunities. To achieve this, CoW needs to coordinate its stakeholder engagement efforts.

At an institutional level, everyone needs to be aware of who is **responsible** for stakeholder engagements. This mandate should most likely form part of the Corporate Communications, Marketing and Public Participation Division, but some stakeholder engagements can be **delegated to, and coordinated by, other departments**.

The stakeholder engagement plan also needs to provide guidance on which entities should be considered stakeholders and the importance of these stakeholders. This must guide the **frequency and the level of engagement** between CoW and the stakeholder.

CoW should create **several platforms to engage stakeholders**. Regular meetings should be held with strategically important stakeholders, while digital platforms can support stakeholder engagement with the general public.

For economic development and investment, the most important engagement platforms should be the **WED and Investment Forum**, which should assist CoW to understand business and potential investors' needs. Output from these engagements must be incorporated into CoW's planning and operations.

Significant amounts of **information can also be captured at a day-to-day operational level**. Systems should be put in place to ensure that this data is captured and mined for valuable information.

6.3.7. Investment One-Stop Shop

CoW already has an investment unit, staffed by only one person. For such a crucial function, the unit is under-capacitated.

In the long term, CoW will need to have a complement of staff that can manage all current investors' (business) and potential investors' needs. The unit needs to meet with a range of existing business and potential investors on a regular basis. In addition, the investment unit must develop an **investor one-stop shop** that caters exclusively to the existing and potential investor community.

The staff of the investor one-stop shop will manage all interactions between CoW and the investor. Each investor will be assigned an account manager who will act on behalf of the investor on all municipal matters. To perform this function and to expedite all investment-related matters, the investor one-stop shop will require the **full support** of top management and all departments within CoW. In addition, appropriate systems will need to be put in place to ensure coordination between the investor one-stop shop and other departments. The Investment Unit should use **SMART technology** to capture and analyse data, improve processes and procedures and to communicate with internal and external stakeholders.

As part of its mandate:

- The Investment Unit will create a compelling case for investment for each of the key industries and will identify potential investment projects within each key industry.
- The Investment Unit will promote key investment projects with the assistance of its network of investment promoters.
- CoW will identify the ideal location for where each investment should take place, based on integrated spatial planning. This will include the identification of land for development.
- Assist new investors with soft landings.
- CoW will ensure that the necessary infrastructure is in place to unlock investment opportunities.
- CoW will ensure that all investment-related processes initiated by the Investment Unit and the investors they represent are completed quickly and are effortless for investors.

- The Investment Unit must build a symbiotic relationship with existing business that will extend its network of investment promoters. In addition, the Investment Unit will have **regular engagements with key stakeholders**.

6.3.8. Implement Effective E-Government Systems and SMART City

Globally, there has been a move towards developing **e-government systems** to ensure more efficient and effective service delivery. E-government can achieve several objectives, including, but not limited to:

- Creating a SMART city;
- Improving quality of life for inhabitants;
- Increasing access and the sustainable use of resources such as water and energy;
- Improving the quality and availability of information for better decision making;
- Improving mobility and connectivity within the city;
- Diversifying the economy;
- Creating and improving transparency and accountability; and
- Improving stakeholder engagement and community participation.

Some enablers of e-government include:

- Massive ICT Infrastructure
- Data collection infrastructure
- Data centres and 'big data' analysis tools

E-government roll-out modernisation should be based on efficiency and cost reduction including:

- Rolling out of citizen-centric services
- Administrative simplicity
- Rationalisation of the administration's interoperability, cost and resource use

As part of its SMART city vision, CoW should develop an efficient e-government system, which incorporates the following:

- Each citizen and business have a **single user ID** to access all online services.
- The system should be developed on **one platform**. The platform decision is crucial as it will determine the functions and performance of the overall system.
 - The platform must be a standard product for which anyone can develop additional functionality (modules). Examples of this are SAP and DotNetNuke (DNN).
 - The platform must be **scalable** and should allow for **modular** development, i.e. the platform must allow for additional functionality to be added to the system when it is needed.
 - The platform must be **flexible**, i.e. a service system should collect information from various channels, including SMS, mobile app, web portal, voice interfaces, etc.
 - The platform must be able to **automate functions** such as receiving data from smart meters, send billing according to smart meter data, verify payments and updating statements.
 - The platform must be secure.
- CoW should **create and enhance digital processes** in service applications, billing, public procurement, planning applications, etc.
- CoW should include the **digitalisation of all services** including e-forms, e-notification, e-payments, scheduling appointments, etc.
- Citizens must be able to **report issues** via the service system, including water or electricity outages or failure of emptying waste bins, illegal dumping, or inappropriate burning of garbage.

Users must be able to add photos, comments and other clarifications for quick interventions by the City.

- Add **auto-responses on digital requests** with specific time indications regarding the expected answer or delivery of service.
- Information should be **distributed** to the correct department within the city. **Responsibility** should be assigned and individuals must be held **accountable**.

Overall, the e-government system must be **scalable, flexible and secure**. It should be able to perform several functions. The next section will illustrate how digital platforms can improve service delivery in Windhoek and improve economic development and investment.

6.3.8.1. Stakeholder Engagement

Digital platforms can support stakeholder engagements on several levels. Digital platforms can be used to **promoting 'offline'** workshops and community meetings, stakeholder meetings and roundtables, online consultations, community reference groups, advisory panels, drop-in sessions, surveys, school workshops, etc.

The digital platform can further be used as a **two-way or multi-direction communication tool**. An online stakeholder engagement platform can be used to:

- Encourage general public, civil society organisations, trade unions, business organisations, political parties, governmental institutions and other actors to **participate in online public consultation**.
- An online portal can allow any citizen to **suggest an initiative** or make comments on national or local government.
- Cities can use **online polls** as part of digital public participation and decision-making processes.
- Stakeholders can select **categories of issues** they are interested in or may select geographical areas they are interested in to receive regular information on these topics or areas.
- CoW can **send regular notifications** (SMS, bulk mail, etc.) to stakeholders to participate on topics they have an interest in.

6.3.8.2. Land Registry

Land registration is a process that currently takes eight steps and 44 man-days in Windhoek. In 2017, there were about 9,128 property transfers in Windhoek. This translated into investors having to wait 401,632 man-days in one year for land registrations to be completed.

The first step in the process is to obtain a building compliance certificate from CoW (or in some cases, the Ministry of Land). This step involves obtaining a building compliance certificate by the building owner prior to a property transfer. Upon application for the certificate, CoW will dispatch an expert to conduct an inspection of the building. The inspector will ensure that the concerned property and the building and/or land upon which it is constructed complies with the provisions of the Local Authorities Act, the establishment, subdivision or consolidations conditions imposed in terms of the town planning scheme and the City's Building Regulations. A rates and taxes clearance certificate will not be issued prior to the issuance of a building clearance certificate. The building inspector can either issue a building certificate upon compliance, or in the event of the inspector establishing that there is noncompliance, the inspector must instruct the owner to rectify the non-compliance, where after, upon proof of compliance, a building clearance certificate can be issued. This process currently takes 21 days.

A **digital land registration system** could allow an applicant to do an online application. The system will **schedule the inspector** to visit the premises the following work-day taking cognisance of all his other appointments, the applicant's availability and travel time between appointments.

On arrival, all **relevant plans and property information will be available to the inspector** on his tablet. The inspector will complete his check by completing a **digital checklist and comments** on his table. The inspector will complete his compliance check by **digitally signing-off** the compliance check or by **issuing a non-compliance list** that will immediately be **emailed to the applicant**. Once the applicant has corrected all the issues, he will be able to reapply for an inspection.

Once the inspector is satisfied with compliance, he will sign-off the inspection on his tablet and the system will **automatically generate an email with a building clearance certificate to the applicant**.

In step four of the land registration process, the system will **automatically check** whether the **applicant's rates and taxes are paid**, after which it will **email the applicant a rates and taxes clearance certificate**, or in the case of outstanding rates and taxes, a **statement** and the amount outstanding based on the **transaction date**.

If the applicant complies, then step one of the land registration process can be cut down from 21 man-days to only one man-day. If CoW, together with external parties such as land registration departments, land-acquiring bodies, banks and other financial institutions, **integrate their systems**, then the whole process could be completed in a matter of a few days or even hours, rather than 42 work-days.

6.3.8.3. Operations Centre

As part of its vision to become a SMART city, CoW should develop an **Operations Centre**, which will become the heart of CoW's ability to **collect, analyse and channel data** in order to **make better (and often real-time) decisions**.

The 'eyes and ears' of the Operations Centre must be a variety of **data collection points** that collect data including weather, CCTV, traffic counts, electricity usage, water usage, refuse bin capacity, parking bay availability, bus, police and emergency vehicle GPS, etc.

The **data will be sent and mined at the Operations Centre** to provide city operational staff with **real-time information on service needs of the city** such as identifying water leaks, illegal electricity connections, when rubbish bins needs to be collected, power and water management, police and EMS responses, etc. This will allow CoW management to:

- Respond faster to issues;
- Increase more efficient service delivery; and
- Save money on wastage, e.g. water leaks and illegal electricity connections where the fees cannot be recuperated.

6.3.8.4. Project Management Centre

In addition, the Operations Centre can become the **project management centre** of the city's operations. All CoW programmes and projects must be loaded on the system. Managers can create **high-level work streams with deadlines** which can be assigned to staff. Staff can then expand work-streams into more **detailed plans with tasks** that can be assigned to their or other units. The system must be able to:

- Provide an overview of all programmes and projects.
- Provide detailed information on all programmes and projects, including:
 - Tasks to be performed in series or parallel

- Deadlines on each task
- The people who were assigned each task
- Estimated time of completion of each task
- Potential red flags, e.g. a staff member may have taken sick leave, or the staff member, due to other commitments, may not have capacity on the day to perform a task.
- Track workload and capacity per staff member which is accessible to his superior.
- Provide each staff member with a list of all tasks assigned to him with deadlines and priorities. Meetings and drive-time are loaded as tasks.
- As each staff member signs off tasks, alerts are sent to the next person in the process and the next task is visible on the next staff member's task list.
- Supervisors and managers are alerted when tasks or work streams are behind schedule or have not completed on time.

By introducing a project management system, CoW management can **more efficiently manage the day-to-day operations** of the municipality, while **accountability** can be assigned to individuals to ensure fast and efficient service delivery.

6.3.8.5. Performance Management System

Laying the foundations of a SMART city will allow CoW to implement a transparent governance model that will allow people to **track performance** within the city. CoW needs to develop a performance management system that assists policymakers to make more informed decisions on the delivery of public services and to provide citizens with information on services, programme outputs and resource allocation.

The performance management system must **publish information** regarding departments and cross-cutting efforts according to targets and priorities set by council. The performance management system must further regularly **assess and provide progress**, which is uploaded to the system and **made available to the public**. The system should ultimately **improve accountability and transparency** of the city's administration and strengthen the management of the city's programmes by measuring their output.

6.3.8.6. GIS and Spatial Planning Data

The lack of availability of **GIS and spatial planning data** to investors in Windhoek is of great concern. There are several off-the-shelf GIS products available, but unless one has the appropriate skill level, they are difficult to use and the data remains on the entity's server, inaccessible to the general public.

Some new products are becoming available that make it easier for government and the general public to access spatial data. These platforms are already in existence and can be populated with a variety of data. These platforms are **cloud-based** and allow the user to access basic information through licensing agreements at a fraction of the cost of developing such a platform. The basic information includes publicly available official data. For instance, Mapable, a South African-based company that already has such a platform, uses the following datasets:

- Base data includes current and historical boundaries, demarcations and cadastre. The data could originate from various sources including NSA and other government ministries.
- Infrastructure data includes roads, airports, water, sanitation, electricity and other infrastructure-related data, and managed items.
- Economic data includes economic indicators such as GVA and employment data as well as data per economic sector.

- Settlement data comes from various sources. Data includes electricity provider building counts, dwelling frame data, kernel densities for households and businesses, as well as urban typologies, hierarchies and many other data sets.
- Data on facilities currently includes education and health facilities as well as data on police stations and precincts.
- Demographic data that will come mainly from the censuses at the smallest geographical level available.
- Institutional data focusing on municipal audit outcomes, local government financial data and election results. This category will be augmented with spatial plans where and when available.
- Comprehensive environmental data on climate, geology, soil, vegetation, conservation and climate change.
- Social data such as crime statistics and public protest data.
- Land and housing data may include land cover data sets and data on built-up areas.

In addition, users can add their own data to the platform that can be kept confidential or shared as the user prefers.

Existing products can also **generate new data**. For instance, one product utilises **satellites and artificial intelligence** to produce detailed spatial data every nine days at various confidence levels that include:

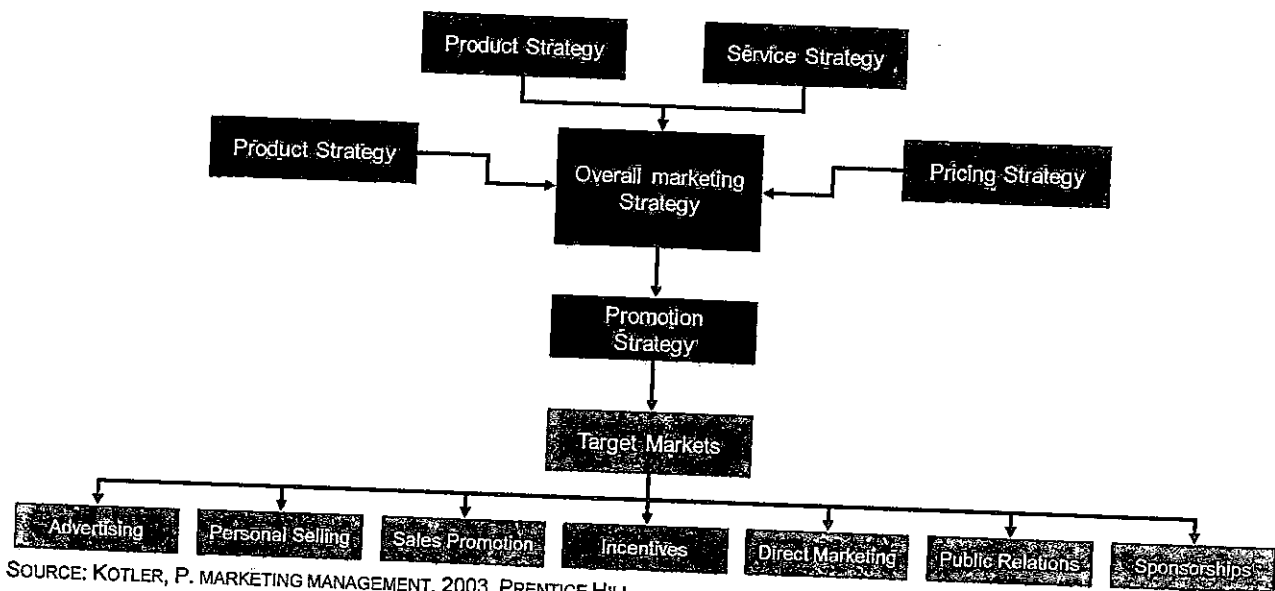
- Road networks
- Cadastral data
- Land cover data for 27 categories including residential (main house, backyard dwelling, shack, complex, etc.). This data also has other spin-offs such as determining water levels of dams, land under cultivation (agriculture), etc.
- Environmental affairs and management data
- Demographics in an area
- Day-Night population showing where people stay, work and how and at what time they travel
- Together with financial institution data, income data can be produced at neighbourhood level

It is proposed that CoW investigate and purchase **licensing agreements** with existing GIS and Spatial Data companies that can provide these platforms with data at a fraction of the cost of CoW developing it.

6.3.9. Marketing Mix

As illustrated in Figure 6, the marketing mix consists of seven elements, namely the product, price, place and promotion, as well as service, which consist of processes, people and physical evidence. The service elements of marketing and branding will be discussed within the investment product offering section.

FIGURE 6: MARKETING MIX



SOURCE: KOTLER, P. MARKETING MANAGEMENT. 2003. PRENTICE HILL

6.3.9.1. CoW Investor Segmenting, Targeting and Positioning

6.3.9.1.1. INVESTOR SEGMENTS

The investor market can be segmented based on several criteria. In context of this study, the following criteria will be used:

- **Existing vs. New vs. Potential Investors**
 - **Existing investors** will seek to expand current operations through new products or new operations and will need land, rental space, etc. CoW must support existing investors through **investor aftercare services**.
 - **New investors** are committed to invest and will be requiring business registration, tax compliance, land or rental space, permits, talent and staff, etc. CoW must support new investor through **investment facilitation**.
 - **Potential investors** will be investigating new investment opportunities by comparing it with other opportunities. These investors will need information and data. CoW must support potential investors through **investment attraction**.
- **Local vs. Foreign Investors**
 - Local public and private investors are crucial to Namibia's economy and many already have their business headquarters based in Windhoek.
 - Foreign direct investment is a priority segment for CoW and the top source countries and companies that have invested in Namibia must form part of CoW's target markets.
- **Economic Industries.** Namibia has 16 industries. CoW has, through its WED strategy, identified the following industries as focus areas:
 - Agriculture and agro-processing
 - Tourism
 - MSME
 - Transport and logistics

- Social development services
- Education and the knowledge economy

6.3.9.1.2. INVESTOR TARGETING

Investor targeting will assist with the identification of the target audiences and markets at which CoW's marketing promotion activities will be directed. To assist with this, CoW must create and maintain a database of target companies, divided into existing and potential investors.

EXISTING INVESTORS

The database should include the top local public entities and private businesses within Windhoek. Examples of the types of existing investors include:

- Ministries such as Ministry of Public Enterprises and Ministry of Health and Social Services
- SOEs such as Air Namibia, NamPower, NamWater, Telecom Namibia and TransNamib
- Other public entities such as Bank of Namibia and Development Bank of Namibia
- Major retailers and manufacturers such as Ohlthaver & List (O&L) and Namibia Breweries
- Property Developers such as Jimmey Construction and Property Marketing Nam
- Transport and Logistics companies such as WestAir
- Multi-Sectoral business such as Bidvest Namibia and Gondwana Collection
- All business listed on the Namibian Stock Exchange (NSX):
 - Anglo American plc
 - African Oxygen Ltd
 - Astoria Investments Ltd
 - Bannerman Resources Limited
 - B2Gold Corporation
 - Barloworld Ltd
 - Bidvest Namibia Limited
 - Bravura Holdings Limited
 - Capricorn Investment Group
 - Celsius Resources Limited
 - Clover Industries Limited
 - Deep Yellow Limited
 - Firststrand Ltd
 - FirstRand Namibia Limited
 - Forsys Metals Corporation
 - Investec Limited
 - Letshego Holdings (Namibia) Limited
 - Marenica Energy Limited
 - Mediclinic International plc
 - MMI Holdings Limited
 - Namibia Asset Management Limited
 - Namibia Breweries Limited
 - Nedbank Group Limited
 - Nictus Holdings Limited
 - Nimbus Infrastructure Limited
 - Oceana Group Ltd
 - Old Mutual Ltd
 - Oryx Properties Limited
 - Paladin Energy Limited
 - PSG Konsult Limited
 - Sanlam Limited
 - Santam Limited
 - Shoprite Holdings Ltd
 - Standard Bank Group Ltd
 - Stimulus Investments Limited
 - Tadvest Limited
 - Trevo Capital Limited
 - Trustco Group Holdings Limited
 - Truworths International Ltd
 - Vukile Property Fund Limited
- All business that have made recent FDI into Namibia:
 - 4most
 - AECI
 - Atterbury Development
 - Bava Technologies
 - Belmet Marine
 - De Beers
 - Distell Group
 - Edcon Holdings
 - Efficient Group
 - FirstRand
 - KAAP Agrimark
 - NMI Group
 - Provantage Media
 - PSG Konsult
 - Redefine Income Fund
 - SASOL
 - Standard Bank Group

- Syntech SA
- Tarsus Technologies
- The Omnia Group
- Woolworths (South Africa)
- XON

POTENTIAL INVESTORS

The database should include a list of the top potential investors, using the following criteria:

- Focus industries as identified in the LED strategy, namely:
 - Agriculture and Agro-Processing
 - Trade Development
 - Tourism
 - Transport and Logistics
 - Social Development (Health, Education, Housing, Old Age Care, etc.)
 - Knowledge Economy
- Top FDI source countries:
 - South Africa
 - United Kingdom
 - Canada
 - Australia
 - United States
 - Angola
 - Russia
 - Belgium
 - France
 - Netherlands

6.3.9.1.3. POSITIONING

Positioning is the space that an entity occupies in the mind of its customer or potential customers compared with the competitors. As previously stated, the CoW vision is that of an aspirational SMART city and the city should therefore position itself to become the 'First African SMART City'.

In addition, a good position will solve a problem that a customer may have and solve the problem in such a way that the client has a good experience (or a less painful experience) while solving his problem.

CoW must therefore, through its SMART city approach, also provide superior service to potential investors by focusing on the needs of the investors, namely, to **increase the value of the investment by increasing functional and emotional benefits while reducing monetary, time, energy and effort costs.**

6.3.9.2. CoW Brand

Without a brand, one cannot sell a product. Branding and its elements are the core of any product or entity's product strategy. A brand determines one's product offering in relation with one's competitors and target markets. It is the foundation of identifying key selling propositions, one's positioning and what makes one unique.

As illustrated in the CoW vision, the city is an **aspirational SMART city**. None of the African cities, not even market leaders such as Cape Town, Dakar, Johannesburg, Nairobi or Tunis, can claim to be a SMART city. This position to become the '**First African SMART City**' is still available if reasons to believe it can be established. This will have to include:

- The roll-out of mass ICT infrastructure
- The roll-out of data collection points
- Development of big data analysis capability
- Systems and tools to utilise data and information
- Appropriate e-government systems
- Coordination between local government departments including digital systems, processes and procedures to ensure fast and efficient service delivery
- Integration with external stakeholders and partners to ensure fast and efficient service delivery

Implementation of appropriate SMART city elements will place Windhoek in an excellent position to claim being the '**First African SMART City**'. The result of this will be fast and efficient service delivery on aspects such as permit applications, building plans being approved, land being transferred, etc. This will give CoW a unique comparative advantage over all other competitors in Africa.

6.4. Investment Strategy

CoW must provide superior service while increasing the value of the investment for investors. CoW's investment strategy must therefore focus on:

- Creating support networks and investor information to ensure soft landing for new investors, thereby increasing both the functional and emotional benefit for the investor.
- Having a dedicated investment attraction team (i.e. the investment unit) and e-services that will become a **one-stop shop for investors** with the municipality. In addition, there should be **well-defined and communicated investment processes** which will reduce investors' energy and effort cost.
- **Reducing the process time** of investment-related processes to reduce time cost.
- Promoting CoW incentives and **piggy-backing off national incentives** to reduce investors' monetary cost.

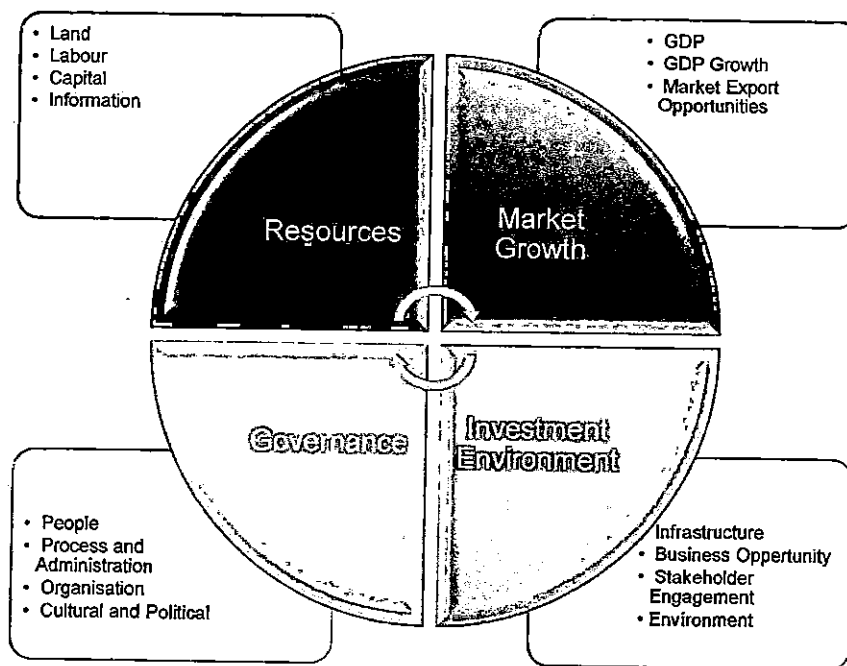
The investment strategy should focus on three strategic pillars, namely (1) to upgrade the general business and innovation climate, (2) to conduct business attraction management and (3) to perform investment promotion.

6.4.1. Pillar: Upgrading of General Business and Innovation Environment

Investors are increasingly reviewing investment opportunities in a holistic manner that incorporates several factors. It is the responsibility of CoW to create and promote a **more conducive investment climate** that will provide potential investors with an attractive value proposition.

It will be the function of the investment unit to facilitate the creation of a conducive environment within which investors want to invest. Investment Climate refers to policy, institutional, and behavioural environment, both present and expected, that influences the risk and returns associated with investment. Investment Climate is further the culmination of the factors that include resources, market growth, governance and investment environment as illustrated in Figure 7.

FIGURE 7: FACTORS OF INVESTMENT CLIMATE



6.4.1.1. Resources

In context of investment, to improve resources in CoW, the municipality must take heed of the following:

- Make more land available through precinct development. In addition, CoW should focus on densification, corridor and nodal development.
- CoW must focus on industries that will increase commodity outputs, such as intensive agriculture, to broaden the area's local resource base. A dedicated study to identify focus crops and value chains should be commissioned.
- Planning should ensure that labour pools are closer to economic opportunities.
- CoW must assist local business and potential investors with accessing national incentives.
- CoW must address the lack of information in the region. CoW should conduct sectoral plans that include value chain and market supply and demand assessments. In addition, CoW should annually conduct surveys on key industries.
- CoW should support its tourist industry by developing its tourist attractions, culture and heritage.
- CoW should leverage its tertiary education institution to promote innovation.

6.4.1.2. Market Growth

Between 2011 and 2016, Namibia witnessed significant growth in several industries, including construction, health, financial intermediaries, wholesale and retail trade, hotels and restaurants, and transport and communication. This provides significant opportunities within these industries which can be leveraged by identifying gaps in industry value chains, new business opportunities and export markets.

6.4.1.3. Governance

In context of investment, to improve governance in CoW, the municipality must:

- Capacitate its investment unit and create a one-stop shop for investors;
- Develop a CoW brand strategy and communication plan;

- Improve its capability to conduct research;
- Actively encourage indexes to include Namibia and Windhoek in them;
- Focus on activities that will improve Namibia and Windhoek's ranking on indexes;
- Conduct integrated planning;
- Improve stakeholder engagement;
- Implement effective e-governance systems; and
- Review processes and procedures for fast and efficient service delivery

6.4.1.4. Investment Environment

In the context of investment, to improve the investment environment in Windhoek, the municipality must:

- Identify land for development:
 - Conducting integrated planning to determine the long-term growth path of the city. These may include:
 - Developing a west-centralised commercial and industrial corridor to bring economic opportunities closer to labour pools.
 - Identify high-density residential areas near current and potential economic opportunities.
 - Identify CoW-owned land available for development, e.g. power line reserves.
 - Identify potential parcels of land that have high development potential, but which are not currently owned by the city with the purpose of making the current owner an offer to purchase the land, e.g. the Show Grounds.
 - Each parcel of land owned by CoW must be reviewed against the integrated planning with the purpose of developing:
 - High-density residential precincts
 - Commercial and Industrial precincts (including sectoral identification such as tourism precincts, agro-processing, logistics, etc.)
 - Prioritise the available land based on the order of development, i.e. which precinct must be developed first, second, etc.
- Implement infrastructure:
 - Review existing infrastructure on each of the prioritised parcels of land.
 - Ensure that the physical structures and facilities (such as roads, rail lines, bridges and power supplies) needed are planned and implemented on the land.
- Develop business cases for opportunities including pre-feasibility studies (as part of sectoral plans).
- Continuously engage with stakeholders to understand their needs.

6.4.1.5. Programmes and Projects: Upgrading of General Business and Innovation Environment

One of the **core functions** of the **investment unit** must be to **facilitate the creation of a conducive environment within which investors want to invest**. To upgrade the general business and innovation environment, CoW and the Investment Unit must focus on aspects that investors will review or investigate when making the investment decision, including Windhoek's resources, market growth, governance and the investment environment. The programmes and projects for this pillar are listed in Table 11.

TABLE 11: PROGRAMMES AND PROJECTS: UPGRADING OF GENERAL BUSINESS AND INNOVATION ENVIRONMENT

Programmes	Projects
------------	----------

Annually conduct surveys and update local databases	<ul style="list-style-type: none"> • Conduct a Property Survey and update the CoW Property Database to determine land, building and other property that CoW has available that may be utilised for local economic development and investment attraction. • Conduct a Local Talent Development Survey and update the CoW Talent Database together with all local tertiary education institutions (i.e. what new talent is entering the market each year). • Conduct a Local Commodities Survey and update the CoW Commodities Database to determine what agricultural commodities are being cultivated within and around CoW. • Conduct a Community Survey and update the CoW Community Perception Database to track the community's perceptions on service delivery. • Conduct a Local Manufacturing Survey and update the CoW Manufacturers Database to update the list of manufacturers and what and how much they produce, as well as their perceptions of CoW's service delivery and barriers to expansion and development. The survey should also be used to identify potential opportunities through value-chain analysis. • Conduct a Local Tourism Survey and update the CoW Tourism Database to update the list of tourism-orientated businesses and what services they offer and how the tourism sector is performing, as well as their perceptions of CoW's service delivery and barriers to expansion and development. The survey should also be used to identify potential opportunities through value-chain analysis. • Conduct a Local Formal Trade Survey and update the CoW Retail Business Database to update the list local wholesalers and Retailers in CoW, including the sector they compete in (e.g. FMCG, liquor stores, sport and recreational products, etc.) and to track the local trade sector's performance, as well as their perceptions of CoW's service delivery and barriers to expansion and development. The survey should also be used to identify potential opportunities through value-chain analysis. • Conduct a Local Informal Trade Survey and update the CoW Informal Traders Database to update the list local informal traders in CoW, including the products or services they sell (e.g. fruit and veg, take-aways, tourism trinkets, etc.) and to track informal trade sector's performance, as well as their perceptions of CoW's service delivery and barriers to expansion and development. The survey should also be used to identify potential opportunities through value-chain analysis. • Develop and update a local business database, delineating their registration and VAT status (i.e. formal or informal businesses, the sector they compete in, the main products and services they provide, their size and their contact details). • Conduct research that investment indexes require.
Create an investment-ready CoW land database	<ul style="list-style-type: none"> • Identify CoW-owned land available for development, e.g. power line reserves. • Each parcel of land owned by CoW must be reviewed against the integrated planning with the purpose of developing: <ul style="list-style-type: none"> ◦ High-density residential precincts ◦ Commercial and Industrial precincts (including sectoral identification such as tourism precincts, agro-processing, logistics, etc.) • Conduct infrastructure and bulk services assessments on top investment property available.
Identify high development potential land and create investment-ready land parcels.	<ul style="list-style-type: none"> • Identify potential prioritised parcels of land that have high development potential, but which are not currently owned by the city with the purpose of making the current owner an offer to purchase the land or for future development by a third party, e.g. the Show Grounds. • Ensure that the physical structures and facilities (such as roads, rail lines, bridges and power supplies) needed are planned and implemented on the land by: <ul style="list-style-type: none"> ◦ Facilitating the review of existing infrastructure on each of the prioritised parcels of land. ◦ Facilitating the accelerated implementation of bulk service delivery on prioritised land.
Collect data from third party sources	<ul style="list-style-type: none"> • Set up a process through which NSA, ministries and other entities provide investor-orientated data to CoW. <ul style="list-style-type: none"> ◦ Identify indicators and data sources.

Create an Index Improvement Plan	<ul style="list-style-type: none"> ○ Develop service level agreements with data sources such as NSA. ○ Setup a process through which data, in easy-to-consume formats (e.g. Excel or shape files), can be received from data sources. ● Develop and implement an Index Improvement Plan <ul style="list-style-type: none"> ○ Identify and target ten indexes on which CoW and Namibia should improve ○ Identify indicators or factors considered by these indexes. ○ Conduct annual research that investment indexes require. ○ Develop and implement strategies and plans to improve on index indicators or factors. ○ Encourage investment indexes to include Namibia and Windhoek in their indexes by providing them with relevant data.
Develop sectoral plans for each of the identified focus sectors. Each sectoral plan must include survey results, the key value chains, high-level market supply and demand analysis and identified potential investment opportunities.	<ul style="list-style-type: none"> ● Agriculture and agro-processing sectoral plan ● Tourism sectoral plan ● MSME sectoral plan ● Transport and logistics sectoral plan ● Social development services sectoral plan ● Education and the knowledge economy sectoral plan
Create a potential investment project pipeline.	<ul style="list-style-type: none"> ● Develop an investment projects prioritisation model to identify the top public and private investment opportunities. ● Annually conduct 30 new high-level feasibility studies on the 30 best potential projects identified through the investment projects prioritisation model. Each high-level feasibility study must include a project description, an in-depth value chain, supply and demand, potential export markets, high level financials including CAPEX, five-years of OPEX, breakeven point and IRR. ● Annually conduct six new feasibility studies based on the best potential projects identified during the high-level feasibility studies.
Collect, Report and Publish investment-orientated data, findings and reports.	<ul style="list-style-type: none"> ● Timeously and on a regular basis, CoW must digitally publish (on its websites) the following: <ul style="list-style-type: none"> ○ Windhoek and Khomas Regional data <ul style="list-style-type: none"> ■ Economic and sectoral data and reports ■ Demographic data and reports ■ Labour data and reports ■ Spatial data and reports ■ Infrastructure data and reports ■ Governance data and reports ○ Sectoral Reports <ul style="list-style-type: none"> ■ Agriculture and agro-processing sectoral plan ■ Tourism sectoral plan ■ MSME sectoral plan ■ Transport and logistics sectoral plan ■ Social development services sectoral plan ■ Education and the knowledge economy sectoral plan ○ Survey data and reports <ul style="list-style-type: none"> ■ Property survey data and report ■ Local talent development data and report ■ Community survey data and report ■ Manufacturing data and report ■ Tourism data and report ■ Formal trade data and report ■ Informal trade data and report ■ Local business data and report ○ Potential Investment Opportunities <ul style="list-style-type: none"> ■ High-level feasibility studies ■ Feasibility Studies ○ CoW, Khomas and Namibian investment and local economic development-orientated policies and strategies

6.4.2. Pillar: Business Attraction Management

FIGURE 8: CORNERSTONE OF BUSINESS ATTRACTION MANAGEMENT

Business attraction management is a broad concept focusing on attracting investment and giving the investing firm due aftercare, as well as drawing on local and regional strategies and policies for **making the place attractive to investment-led growth and innovation**. As such, policies and strategies for **innovation and growth, cluster development and talent attraction** play an important role as **enablers for business attraction**.

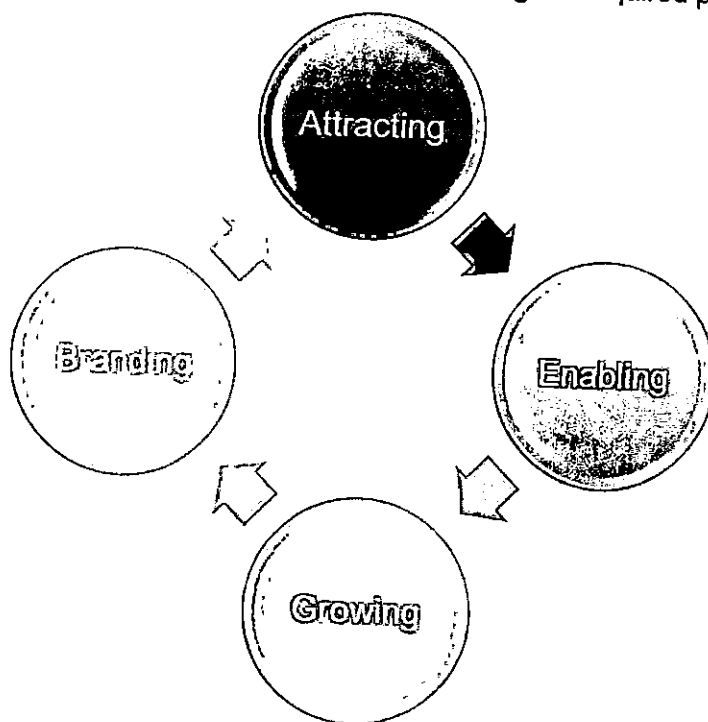
Figure 8 illustrates the cornerstone of business attraction management.¹ It illustrates the holistic approach to the management of strategic approaches, processes and activities aiming at attracting inward investment activity.

Business attraction management is a circular approach, emphasising that investment attraction is an ongoing process with several closely interlinked development processes and activities. It is a relationship-based approach, developing the relationship and dialogue with the investing business in all four phases. The better, more trustful and productive this relationship becomes in each phase, the more effective business attraction activities will become, not only in the given phase but also in subsequent phases – and the better the reputation of the place as a preferred location for investment will become.

Business attraction is a place-based approach, drawing on the assets, resources and networks of a specific location. This requires systemic leadership in a multi-stakeholder setting. It cannot rely on one organisation managing and controlling the required processes in a traditional, hierarchal manner.

Instead, successful business attraction requires orchestration and management of an ecosystem of different public and private, and often also academic and societal, stakeholders, also known as quadruple-helix (quad-helix) collaboration. The CoW investment unit cannot provide all these services and activities. Business attraction must be a team effort, orchestrated by the investment unit by acting as a catalyst or facilitator to ensure that services are delivered. The investment unit must draw from capacity and resources throughout CoW and Windhoek.

The investment unit will become the orchestrator of business attraction in Windhoek and it would be best positioned in the organisation under the Department of Economic Planning and Social Services. The Operations Centre must be under the Office of the CEO. The Operations Centre and CoW



SOURCE: BUSINESS ATTRACTION MANAGEMENT FOR CITIES AND REGIONS
HANDBOOK OF STRATEGIES, TOOLS AND ACTIVITIES. NORDIC PLACE
ACADEMY, 2013

¹This section is based on *The Business Attraction Management for Cities and Regions Handbook of strategies, tools and activities* created by the Nordic Place Academy.
Windhoek Investment Incentives and Promotion Strategy 2022 – 2027

Working Group, together with the various system upgrades will assist with cross-department and cross-functional cooperation.

They need to ensure that all place agents' activities are synchronised to achieve two goals, namely, to attract new investment and to provide adequate aftercare for existing investors.

Since business attraction is of long-term strategic importance to CoW, the municipality must set objectives and allocate appropriate resources to the investment unit to enable the investment unit to play the role of orchestrator. This will involve:

- Getting the mandate from top management and the support from all units within CoW;
- Ensuring that the unit has the right competencies; and
- Ensuring internal efficiency by removing red tape and bottlenecks.

The investment unit can encourage more efficient orchestration by:

- Mapping each investment-orientated process, including:
 - Steps in process
 - Main actors in process
 - Timelines in process
- Engage with all actors in investment-orientated processes to:
 - Build relationships with actors and explain the importance of investment to CoW;
 - Create partnerships and agreements;
 - Develop KPIs for steps in processes (what is measured gets done);
 - Assign accountability; and
 - Measure performance.
- Develop tools to facilitate hand-over between actors.
- Keep all actors informed and give praise where performance has improved.

6.4.2.1. Branding

Branding of a place is both the beginning and the end of a self-reinforcing cycle. Building the brand of the place needs to take business attraction into consideration, and the impact that the brand has on the specific target group – potential investors.

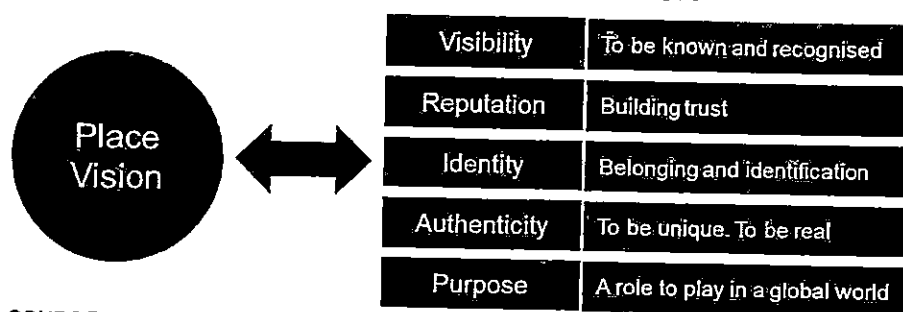
If a region or city is well-known and has earned a solid reputation, it will positively affect the investor's decision. It is therefore imperative to develop a place brand strategy. Place branding refers to how the place manages its reputation and achieves a distinct position based on its identity and what it does most effectively. To achieve this, CoW will need to have a vision of the 'place' that is communicated in a 'single voice' in a coordinated and structured manner.

The message must paint a picture of CoW's ambition and aspiration. The message must be authentic, unique and provide purpose to everyone involved in CoW. The message must inspire trust and build the reputation of CoW, while providing it with a unique identity that everyone can associate with. The message must inspire people to act in line with the proposed vision.

6.4.2.1.1. PLACE VISION

In context of business attraction management, it is possible to introduce a framework for place branding with different dimensions, including a place vision. Figure 9 illustrates a framework for place branding.

FIGURE 9: FRAMEWORK FOR PLACE BRANDING



SOURCE: BUSINESS ATTRACTION MANAGEMENT FOR CITIES AND REGIONS
HANDBOOK OF STRATEGIES, TOOLS AND ACTIVITIES. NORDIC PLACE ACADEMY, 2013

A **vision** is a clear and compelling picture of the ideal future. It must be inspirational and ambitious but still attainable. Places that can show where they are heading and what their ambitions for the future are will send a clear and appealing signal to those investors or entrepreneurs sharing this vision.

To reinforce the brand, the place vision must be illustrated in all communication. Place leaders must be committed and actively articulate the vision. Success stories must be communicated, and people and stakeholders must be involved in tackling global and local challenges.

Visibility is about reaching out and making your voice heard in a noisy, crowded world of place messages, both nationally and internationally. Being visible on the radar of investors and entrepreneurs is a prerequisite for making the short-list of potential investment locations. Windhoek is not well-known in the context of other places. As illustrated in Table 21 on page 137, both Namibia and Windhoek are not regularly searched-for keywords on Google compared to other international and African cities.

To overcome this, CoW will need to utilise disruptive marketing such as launching initiatives that are unexpected and that create media coverage or by creating search visibility within the areas (industries, themes) where the place has a competitive edge. CoW may also use activities or events that will reinforce the new brand vision, e.g. creating and hosting the annual African SMART City Conference.

Reputation is the overall trust or confidence that people in the target market feel for the place. Since investments often are risky decisions, places that are trusted will have a distinct advantage.

To support the brand vision, CoW needs to invest in areas of excellence such as promotion and supporting the development of new e-government systems, ICT infrastructure and the development of an ICT training centre at NUST.

Identity focuses on the meaning and significance of the place, for its inhabitants and other groups of people relating to it. The identity aspect is not directly linked to the investor's perception of the place, but it is mirrored in the degree of openness, working culture and attitudes that investors will meet.

To achieve this, citizens need to be involved co-creation of the place and local neighbourhoods, while CoW needs to seek consistency between external messages and local perception of the place.

Being **authentic** means being true, unique and 'for real'. This can only be achieved by identifying and displaying cultural markers and symbols of the place. Other methods are to use storytelling to communicate the place's heritage and to let investors experience the regional culture and way of life. A significant advantage of Windhoek is its laidback, relaxed city living which is a contrast to the hustle and bustle of most major cities. CoW needs to understand and leverage this 'way of life' without detracting the investor's need for urgency to get things done.

Purpose is closely linked to the vision and represents the role that a place can play in certain fields where their competence and resources can be combined to a natural position in the market. Purpose underlines the need to be number one in some segment or category.

6.4.2.1.2. DEVELOPING A BRAND

The CoW vision is to become a SMART City and should be the foundation on which CoW develops its brand. Some of the pitfalls for brand development are:

- There is no leadership behind the brand. Top management of CoW needs to drive the rebranding process.
- The brand is the same or similar to other business attraction destinations. By being the first SMART city in Africa, CoW can be the first mover in Africa.
- Unless the brand is communicated and sold amongst CoW personnel, there is a chance of mixed messages being conveyed. The same applies for other brand marketing elements such as the brand identity (e.g. the Aloe) that does not send the same message as SMART city.
- A brand must resonate with the citizens of Windhoek. During stakeholder engagements, most stakeholders did not resonate with the SMART city vision of CoW, citing the lack of SMART products and services in CoW.
- The brand must be backed up by reasons to believe. The CoW brand should be supported by the other marketing elements, including SMART products and services that will result in fast and efficient service delivery on aspects such as permit applications, building plans being approved, land being transferred, etc. This will give CoW a unique comparative advantage over all other competitors in Africa.

CoW will have to go through a rebranding process that needs to be driven by top management. As a starting point, CoW needs to recognise what type of economy it wants to pursue. In general, there are three main economies:

- Factor-driven economies that have low-cost labour and large quantities of natural resources.
- Efficiency-driven economics based on producing advanced products and services efficiency, through investments in efficient infrastructure, investment incentives, improving skills, etc.
- Innovation-driven economies with a competitive advantage based on the ability to produce innovative products and services at the global technology frontier.

Currently, Windhoek cannot be viewed as any of these economies. If CoW wants to compete in the international landscape, then it must pursue a strategy that will provide it with a competitive economic advantage, e.g. CoW may pursue a SMART specialisation strategy which focuses on developing competitive advantages, innovation and entrepreneurship within a specialist field by targeting support for research and innovation.

From this strategic point, the vision must be repackaged into a place value proposition for investors. This proposition should be backed up by the implementation of programmes and projects to advance the strategy. For example, if CoW is to pursue the SMART City vision, backed up by the implementation of SMART technology, processes and procedures within the city, then the outcome of the brand development process should enable CoW to claim being the 'First African SMART City'. This will only bear fruit if CoW has developed and used SMART technologies for potential investors to believe this claim.

6.4.2.2. Attracting

In recent years, competition for business attraction has increased significantly with more places entering the market, while global investment and FDI declined. This has resulted in the competition between investment places becoming more intense and the approaches more complex. This is forcing

place agents (such as the CoW investment unit) to adapt and to create innovative solutions for attracting investors.

Attracting activities are directed at making contact and developing a relationship with specific investors, as well as facilitating the potential investor's visit to the location and including sales and lead generation, marketing and packaging and one-stop-shop solutions.

6.4.2.2.1. BALANCED INVESTMENT UNIT

The investment unit must represent Windhoek within the investment community and should be able to present business opportunities to this community, including sectoral opportunities, partnership opportunities, knowledge and skill transfers, merger and acquisitions, and potential greenfield and brownfield opportunities to business owners, financial institutions, real estate agents and property developers, local, regional and national government, embassies and other investment stakeholders.

The starting point of attracting investment is to have a **balanced team in the investment unit** which is appropriately mandated and supported by top management, line management and other stakeholders to execute their mandate. The investment unit requires a variety of competencies and skills to face various and complex challenges associated with business attraction management. The core competencies that the investment unit will need are:

- To manage marketing and communication to potential and existing investors.
- To be the eyes and ears to the market and to act on the changes in the market to capture new investment opportunities.
- To manage the business relationship between CoW and the investor by understanding the investor's business model and needs.
- To have knowledge in specialist areas and the ability to match the investor's needs with detailed information and guidance.
- To be responsive and flexible by acting quickly upon requests and to form tailor-made offerings within a short period of time.
- To be well-connected and able to mobilise local leadership when needed.
- To be legitimate and able to form alliances and speak for CoW when required.
- To coordinate and orchestrate investment attraction activities with various stakeholders.

6.4.2.2.2. NETWORK OF INVESTMENT STAKEHOLDERS

The investment unit needs to continue building relationships with their **network of investment stakeholders**. The team must be able to ease investors through the various stages of investment activation, from concept development to bankable business plans, activating seed, start-up or capital investment funding, sourcing resources and talent, developing business and trade opportunities, etc.

6.4.2.2.3. IDENTIFY POTENTIAL INVESTORS

One of the core functions of the investment unit is to **identify potential investors** by:

- Identifying followers of recent or ongoing investments to complete or maximise the investment, e.g. if a major company invests, then their suppliers may also invest.
- Mapping and reviewing existing businesses in Windhoek.
- Reviewing and identify gaps in value chains and investigating companies that can fill these gaps.
- Identifying issues within the business community that may be solved through a service provider.
- Cultivating a group of existing business owners to become place agents for CoW.
- Finding and engaging brokers and advisors such as management consultation firms, fund management firms, accounting firms, law firms, Namibian embassies, foreign government embassies in Windhoek, etc.

6.4.2.2.4. CONNECTING AND FACILITATING

Connecting and facilitation is a crucial aspect of the attracting phase. The goal for the business attraction team is to make sure that the **investment process is as smooth as possible** for both the investor and other stakeholders and, ultimately, to close the investment deal. It is important that unforeseen obstacles do not interrupt the investment. This involves five broad activities, namely handling investor inquiries, mapping the investor, screening the investment, creating business offering and arranging personal visits.

HANDLING INVESTOR INQUIRIES

It is important to make a good first impression when dealing with potential investors. It is important that **enquiries be responded to swiftly** as this may be a good indication to the potential investor of the responsiveness and level of service that CoW may offer.

Similarly, the investment unit needs to be wary about spending a significant time on each enquiry as many will not be serious enquiries. All enquiries should be treated at two levels, namely, to respond to the enquiry as quickly as possible and to develop an appropriate response based on the significance of the enquiry.

For all inquiries the investment unit must have a **standard operating procedure**:

- All online platform enquiries must have an auto-response stating that the enquiry has been received and must provide an estimated time for a reply.
- The investment unit must send a direct reply either:
 - answering the enquiry and signing it off, or
 - if the enquiry is regarded as serious and the potential investment falls within the target market or could be of economic or social value for the place, the response will provide a quick response with an estimated delivery time for the full response.

In all cases, the investment unit's responses must attempt to:

- Find out more about the motives of the inquiring investor.
- Be quick, accurate and meet the investor's need for details.
- Reinforce the response with references to prior investments and a place value proposition.
- Open a direct link for further discussions or invite them to a visit at the place.
- Make sure that the inquiry stays confidential within the investment unit.

PROFILE THE INVESTOR

Profiling the investor refers to **understanding who you are dealing with**. To do so, the investment unit needs to understand the investor's needs, wants and aspirations. Moreover, it is often necessary to perform an **in-depth analysis** including reviewing ownership, business model, earlier investments and other business data in order to successfully facilitate the investment. Results from the investor profiling should be used for a **risk analysis** for the investment process and for creating a business offering meeting the needs of the investor.

SCREENING THE ATTRACTIVENESS OF THE INVESTMENT

The investment attractiveness must be evaluated from a sustainability perspective. This implies evaluating the investment from an economic, social and environmental perspective, while taking cognisance of whether the investment falls within the policy framework of the city and within the means to meet the investor's expectations (e.g. provide the required infrastructure or services). To assist this process, CoW needs to develop an **evaluation checklist** that each investment can be evaluated against.

CREATING THE BUSINESS OFFERING

The **business offering** is **tailor-made** for a single investor or investment based on the specific **demands that have been identified**. CoW needs to provide the potential investor with a **written document** that should serve as the single most important decision-making basis for the investor. It must be fact-based, but also creative and inspirational in its tone of voice. It may contain:

- A confirmation of the needs and wants of the investor.
- The place value proposition, its strengths and potential benefits for the investor.
- A tailor-made solution for the investor, including suggested locations.
- Economic and legal information: labour, costs, taxes, regulations.
- Soft factors of the place such as living conditions, schools and housing.
- Reference to other investors or to supporting companies.
- Specification of the services provided by the business attraction team throughout all phases of the business attraction process.
- A welcoming invitation to further personal visits.
- A clear declaration of the will and ambition to fully facilitate the investment.

ARRANGING A PERSONAL VISIT

Creating a **trustful relationship** with the investor is a key task business attraction management. Therefore, **arranging the first personal meetings and receiving or sending business delegations are important activities of the investment unit**.

A one-point-entry approach can help systemise and enhance this work, providing a coordinated reception of visiting potential investors. In CoW, this role must be performed by the investment unit and the investment one-stop shop.

Inviting the investor to Windhoek is a unique chance to introduce them to Windhoek's qualities, including cultural and social aspects, and to showcase the business community. Just as importantly, the investor should be given the best opportunities to evaluate the specific parts of the proposed business offering.

Some key success factors when arranging the visit are:

- The time the investor can spend at the location may be short, so the schedule and other preparations must be carefully planned.
- There is a difference between countries and corporate cultures when it comes to degrees of formality. Try to foresee and adapt to this difference.
- If the investor sends top managers it is important to mobilise the leading, senior politicians and business leaders to match this.
- When receiving international delegations, language problems can arise and turn out to be a more difficult hurdle than expected. Having an interpreter available may be necessary.
- Investments are high-risk decisions so meeting other corporate leaders, especially those having recently invested in the location, can contribute to a sense of security.
- When the investor has first-hand information about the exact conditions at a site, new demands may emerge that can affect the outcome of the investment.

SUCCESS FACTORS

The final decision of the investor on which location to choose is based on both rational reasons, such as facts and figures, and more emotional aspects. Experience shows that successful facilitating from the business attraction team and other involved actors can be game-changing.

Some overall success factors for facilitation of investments include:

- There is a need for an entrepreneurial way of working to be as responsive and solution-oriented as it takes to meet an investor's expectations. The local planning system is often too slow so the investment unit must sometimes work around the system to find a rapid, suitable solution. Deploying an agile way of working, meaning continuously adapting to new investor requirements, is important.
- Another key success factor is to orchestrate and connect different actors into a single problem-solving process. These actors can be found on national, regional and local levels and can be private, academic and public actors. In order to succeed, excellent, trustful personal relationships must be created, or even better, have been built in advance. The value of readiness for new investment enquiries cannot be underestimated. Also, having established face-to-face meetings with investors, public officials and other key players will provide a better understanding of business needs.
- Finally, handling information and securing confidentiality when needed is a difficult task in the multi-stakeholder facilitation process. For many larger and well-known companies, problems arise if the investment intentions leak to competitors or the media. In some cases, not even the local politicians will know who a business investor is. The business attraction team must ensure confidentiality and set up Non-Disclosure Agreements (NDA) if demanded by the investing business.

6.4.2.2.5. CURRENT COW INCENTIVES

CoW currently does not have any financial incentives for potential investors. At a national level, Namibia has several incentives that CoW can utilise, including:

- **Manufacturers Incentives**
 - VAT exemption on the purchase and importation of machinery and equipment
 - 20% factory building allowance on the cost of erection in the year in which the building enters service and 8% during the ten years that follow
 - Export promotion allowance of 25% is deducted from taxable income
 - Reduced tax rate of 18% (instead of the standard 32%) for a period of ten years
 - Employee cost allowance of between 25% and 75% for training and production wages
 - Deduction of 50% of cash grants for direct cost of approved export promotion activities
- **Export Processing Zone (EPZ) Incentives** (have been replaced by the **Special Economic Zones (SEZ)** regime)
- Preferential access to the Southern African Development Community (SADC) market as a member country.
- Duty-free access to Southern African Customs Union (SACU).

It should be noted that the EPZ regime has been phased out and replaced by the **Special Economic Zone (SEZ)** regime. The policy framework for the SEZ model will set policy provisions that define the governance structure, applicable investment incentives and guide the SEZ incentives. The SEZ regime will strengthen the investment incentive policy function in Namibia. The SEZ regime will not contain the same zero tax rate incentives, as under the EPZ regime. Tax benefits will be those applying to Namibian business operations under the tax laws such as tax depreciation of machinery, deductibility of expenditure, rebates and duties according to international protocols such as the SACU agreement etc. as explained by Hon. Minister Calle Schlettwein in response to questions from New Era's Inside Business. (Brandt, 2020)

Hon. Minister Schlettwein confirmed that the SEZ regime will provide for transitional measures, and non-tax investment incentives.

A recent review of the EPZ regime concluded that the zero tax holiday did not yield the desired outcomes in terms of attracting new investments and creating jobs but instead resulted in a loss to government in revenue collection.

- Duty free access to the European Union for a wide range of agricultural and manufactured goods as part of the Cotonou Agreement.
- Duty-free and quota-free access to the United States through the Africa Growth and Opportunity Act (AGOA).

6.4.2.2.6. PROPOSED INCENTIVES

This study proposes a three-pronged approach to incentives, namely:

- Improved service and faster processes
- Precinct- and Property-Based Incentives
- Negotiated Incentives

IMPROVED SERVICE AND FASTER PROCESSES

The cost of investing can be reduced by providing potential investors with relevant market information and streamlining processes that will allow investors to recuperate on its investment. This can be summarised as follows:

- Make investment- and market-related information accessible to potential investors.
- Improve stakeholder engagement to
 - Improve CoW's understanding of what existing business, interested investors and potential investors expect from CoW.
 - Identify and correct CoW's understanding of customer expectations and the service standards to customers that management expect to be delivered.
 - Identify shortcomings in service delivery compared to the service standards to customers that management expect to be delivered.
- Create several access points for investors, including a one-stop shop and online access.
- Make investment-orientated processes simpler, faster and more efficient.
- Provide establishment services to new investors.

PRECINCT- AND PROPERTY-BASED INCENTIVES

To encourage private sector participation, the cost of development needs to be lowered. One method will be to use the proposal-tender process for precinct- or property-based development.

For each development, CoW must create a terms of reference stipulating:

- The land details and the purpose of the development, e.g. high-density residential area.
- Special concessions that CoW will allow to reduce developer cost, e.g. density allowances, mixed land use, parking and bulk provisions.
- CoW's expectation for the development, e.g.:
 - A minimum of 500 housing units with a breakdown of housing unit sizes.
 - A minimum of 100 low-cost two-bedroom rental housing units of at least 64m² that the developer must maintain and rent out at a maximum cost of N\$2,000 per month (plus inflation) for 20 years.
 - Infrastructure required in the area that the developer will have to put in and maintain for 20 years.
 - Facilities and amenities that will be required as part of the development, e.g. a new primary school for 800 children.

All proposals will be reviewed and assessed against the objective of the development and the overall development concept proposed by the developer. If the developer follows the minimum standards

Windhoek Investment Incentives and Promotion Strategy 2022 – 2027

and expectation set by CoW, the developer may come up with a development concept of their choosing for the rest of the property or precinct.

The top proposal will be selected, after which the developer will create detailed plans for the development for final approval by council. After development, the property deed will only be transferred to the developer once all requirements, as stipulated in the final agreement, have been completed.

NEGOTIATED INCENTIVES

During the attraction stage of business attraction management (see section 6.4.1 on page 80 of this document), the investment unit must be given the mandate to provide additional incentives to potential investors as part of negotiations.

Strategic Guidance for Investment Incentives

To assist the investment unit, the investment incentive decision must be guided by the following strategic principles:

- Investment incentives need to form part of integrated planning, including the city's growth and development strategy and spatial planning framework, i.e. incentives must encourage investment in the right economic sector in the right area of the city.
- Coordinated infrastructure masterplans need to be developed to respond to integrated planning.
- Second tier planning needs to be updated, e.g. before the 2011 demarcation, each town/city had its own Town Planning Scheme. These schemes must now be combined into a single plan which includes the expanded boundary area.
- Land is one of the biggest barriers to development. CoW land needs to be identified for development and precinct plans needs to be formulated for mega-development and re-development of areas.

Types of Investment Incentives

The investment unit must be provided with the mandate to sweeten the offer by providing some of the following incentives:

- Provision of land at moderate or no cost at suitable sites to develop business in line with the strategic importance of the area, e.g. a tourism precinct.
- Provision of off-site infrastructure at no cost to the developer, i.e. any infrastructure needed to connect bulk infrastructure, and which is not on the site of the development, must be paid for by the Council and not the developer.
- Provision of all or part of the on-site infrastructure, for which the cost may be eventually recovered through user fees or lease rent, i.e. CoW will cover the cost of infrastructure which it can then recover through fees or lease income over time.
- Complete or partial exemption from customs duties on imported items used in the initial development and perhaps operation and maintenance of facilities or services such as materials, machinery and equipment. The specific items and amounts of exemption allowed are listed in the Namibia Investment Promotion Act (NIPA) of 2016 (Act No. 9 of 2016).
- Reduction of partial exemption from property taxes for a specified number of years As provided for in section 75 of the Local Authorities Act 1992 (Act 7 of 1992)
- Provision of loans up to a certain percentage of investment cost at regular or low interest rates for development or guarantee by the government for loans made by private financial institutions. Loans can also be provided for the working or operational capital initially needed by enterprises.

- Provision of grants for development of tourism facilities up to a certain percentage of investment costs or usage. (E.g. for a hotel it can be based on the number of accommodation units).
- Provision of subsidies on interest payments of loans for the initial years of operation when revenues and profits are typically low.
- Allowances for extended periods of grace on repayment schedules of loans made for the investment required in order to allow for the initial period of low profitability.
- Unrestricted repatriation of all or part of invested capital, profits, dividends, and interest subject to specified tax provisions.
- Provision of grants for staff training programmes.
- Guarantees against nationalisation or appropriation of the investment.

6.4.2.3. Establishing

Establishing starts when there is an agreement to invest. Traditionally, this was referred to as aftercare. Establishing involves **soft landing and strategic and administrative support** such as access to office space and land, networks, talent, innovation hubs and clusters and assistance with permits and licences.

The investment unit must ensure that the new investor can start operations as quickly and seamlessly as possible and continue growing in the location. To this end, the business attraction team needs to assist with removing obstacles and connecting the firm with operational and strategic assets and resources found in the location. The Investor One-Stop Shop can be useful both for facilitating establishment and many of the strategic support services.

ADMINISTRATIVE SUPPORT TOOLS

The purpose of administrative support is to **get all permits and administrative procedures arranged** to help the investing business to start its operations as quickly and seamlessly as possible. These services are typically offered at an early stage of the establishment process. Services can include:

- Assistance with sales or rent of office space or land.
- For entrepreneurs: access to temporary office space to get started or permanent, subsidised co-location with other firms.
- Fast-tracking permits and business licences for establishing an operation.
- Tax and intellectual property rights (IPR) advice.
- Fast-tracking access to broadband, electricity, water, etc.
- Proactive zoning and land-use planning.

To provide these services, the Investment Unit must work closely with different departments in the municipal administration, land and property owners, tax authorities and different utilities. In addition, the Investment Unit may need to draw on the expertise of those who work with business development and innovation and IPR advice in third party organisations. Hence, the role of orchestration and providing one-stop-shop solutions are as critical in this phase as in the previous phases.

Key success factors for administrative support include:

- Proactive planning of land use.
- Proactive dialogues with property owners and real estate agencies in order to be able to establish relevant contacts for new businesses.
- Being able to respond to the different business needs from investors with a range of offerings, covering different business models. For example, some companies want full ownership of land or facilities, while others prefer an external service provider.

SOFT LANDING SUPPORT TOOLS

Soft landing service activities make sure that the investing business and its personnel get smooth 'landing' into the new location through a positive welcome and access to professional and social networks.

Often investors send staff to the host location, temporarily or more permanently, whose role is to make sure that the business is set up and becomes operational. Some of these may stay on to manage operations after the initial phase. In fact, firms increasingly tend to relocate managerial staff permanently to new headquarters or R&D functions.

The following services and activities are key to providing smooth soft landing:

- Advice on or fast-tracking visas/work permits to make sure that employees who relocate with a company can start working as quickly as possible, and that they can bring family members.
- Access to social and professional networks to ensure that those new to a region can settle in and feel at home, as well as advance their career, in the region. Concrete activities that support this are mentoring/buddy programmes, 'newcomers' clubs' and ambassador networks.
- Social events and leisure time activities can also help those arriving to the region feel at home.
- Help to find schools and day-care for children and help to find jobs for spouses is a key component to ensure that the whole family feels at home. That the spouse cannot find a job is one of the main reasons why expats leave a region they have moved to.
- Advice on housing.

Success factors for providing these services are to work closely with the investing firms and to work with different stakeholders such as Ministry of Home Affairs and Immigration, head-hunting companies and other talent search companies in Windhoek.

STRATEGIC SUPPORT TOOLS

Strategic support is aimed at helping the **establishing business become fully operational and ready for growth by linking it up with different critical assets**. Many of these services can continue after the initial establishing phase, and support growth and innovation in the long run. Strategic support tools may include:

- Recruitment and access to pools of talent.
 - Setting up databases of potential employees.
 - Maintaining a dialogue with recruitment firms.
 - Organising virtual and live matchmaking between employers and talent.
- Access to business and quadruple-helix co-operation networks and open innovation platforms.
 - 'Handholding', bringing representatives of the investing firm to meetings with representatives of the networks/platforms.
 - Organising matchmaking events between investing firms and established networks and firms.
 - Inviting new firms to events and meetings in the cluster.
 - Membership offers and welcome package from cluster organisations.
- Advice on how to compose the board and management groups and connecting with potential recruits.
- Identifying and connecting the firm with potential clients or suppliers.
 - Providing a directory of existing firms in the same sector in the location.
 - Tailored matchmaking: bringing representatives of the investing firm to meetings with potential clients and suppliers.
 - Organising matchmaking events between investing firms and potential clients and suppliers.

6.4.2.4. Growing

Growing refers to **encouraging existing investors to make further investments** in the area and to become an excellent reference for business attraction in Windhoek. A thriving and growing investor will re-invest and become an excellent reference and ambassador for the location, which in turn strengthens the reputation of the place as a good place for investments. The investment unit's strategies and activities to orchestrate growth and innovation can be divided into the following categories:

- Growth through the local business ecosystem.
 - Organising matchmaking and pitching events between investor and local companies, where investors can express specific needs of resources, sub-supplier opportunities and possible longer-term collaboration opportunities. Local companies are given the opportunity to pitch their capabilities and willingness to provide services, products and co-creation resources.
 - If needed, inspire and coach the investor through a process of internal needs analysis before matchmaking and pitching events.
 - Local companies normally need to be trained before pitching events in order to understand the cultural differences and the appropriate level of formality and pitching attitude.
 - Arranging inspirational events and networks where investors are invited to be key players. This can also help create a better collaboration climate and a more entrepreneurial culture.
- Talent pool growth through orchestration of both new educational solutions and talent attraction management programmes which can be done in cooperation with existing educational institutions such as NUST.
 - Local and regional educational systems might need to be adapted and optimised for the needs of large investors and connected to specific focus areas and place value propositions.
 - Talent attraction programmes might need to be organised in order to handle competence gaps in the local environment.
 - In order to provide the right talent for investor retention and growth, collaboration with academic partners is often needed. Academic partners may need to be convinced to introduce new courses that ensure a supply of talent to investing firms. To this end, arrange high-level discussions with relevant local educational actors and facilitate processes leading to results on an operational level.
 - Another viable strategy is to attract international higher education institutions to establish themselves in the location to ensure graduates have the right skills.
 - The global Massive Open Online Courses trend is a possible basis for innovative local municipality/regional initiatives for e-education and training concepts without traditional university and campus presence. One strategy is to develop relationships with different actors in this field, like the Open University.
 - Initiatives to convince talent to relocate to the location should be considered. Talent Attraction Management is a holistic, integrated approach to efforts at primarily local and regional level aimed at attracting and retaining talents. The objective is to attract a skilled workforce, entrepreneurs and international students to ensure a supply of critical skills for existing companies and future investors. Talent Attraction Management sees talent attraction and retention as the management of four interrelated types of activities:
 - Attraction – such as marketing and recruitment activities.
 - Reception – such as welcoming and 'soft landing' activities.

- Integration – activities aimed at helping talent to settle in and prosper in the longer term, e.g. networks for professional and social integration.
- Reputation – such as place and employer branding efforts and ambassador models.
 - In addition, to make it easier for local graduating students to stay and work in Windhoek, dedicated efforts may be needed.
- Social and professional integration support.

Part of business attraction is to meet with investors and to introduce them to a network of local business. At the same time, their family needs to be introduced to the best schools, local social networks such as sport clubs, etc

- Organising 'networks' and 'buddy' systems for relocated staff, their spouses and children. Prepare relevant schools for welcoming and integrating children of relocated staff.
- Organising 'welcoming' events of different types, on a professional as well as a family level.
- Venture capital availability for growth – especially for MSME growth.
 - Developing an overall summary of available growth and innovation funding alternatives in Namibia. These summaries are sometimes available from NIC and development agencies.
 - Early expansion capital for global growth-oriented MSMEs is often lacking, causing the 'valley of death' gap in the venture capital value chain. A possible solution includes the mobilisation of regional business 'angels' in more efficient structures, for instance by establishing close and structured co-operation between regional business angels in so-called 'business angel' companies, and, as a complement, applying for EU funding for growth capital funds, in collaboration with regional business angels.
 - Innovating public procurement processes to enable growth in specific targeted sectors, mobilising the innovation power of large enterprises as well as enabling MSMEs to afford to co-create is another area with great potential for boosting the access of innovation and growth capital.
- Direct growth opportunity orchestration for the investor by enabling partnerships and memberships in proposed clusters, networks and orchestrating support by existing growth facilitation programmes. The idea remains to link development into nodes, corridors or clusters. Science parks are relevant within the knowledge economy.
 - Provide an overview for the investor of the local and regional actors providing innovation and growth support, by competence and capital. Examples are incubators, accelerators, science parks and venture capital actors.
 - Actively facilitate investor partnership and membership in relevant existing clusters, business networks, etc.
 - Identify relevant local and regional research programmes and innovation projects that can be of interest for the investor.
 - Organise first meetings with the actors described on the previous page.
- Innovating for new co-operation possibilities, through:
 - New cluster and precinct initiatives
 - Joint research programmes
 - Joint innovation programmes and networks
 - Joint test beds and demo sites

- Developing sector understanding, insights and foresight for better understanding of specific investors and target sectors:
 - Organising business sector reference groups in order to understand business sector trends, opportunities and threats.
 - Developing target strategies based on this insight.
- Identifying specific value web gaps and opportunities related to a specific investor or target segment:
 - Organising workshops with local/regional companies, regional academia, relevant public actors and established and/or potential investors in order to identify gaps and opportunities in local value chains and value webs, specifically addressing the needs of specific investors and/or investor groups.
 - Developing and executing specific business attraction initiatives targeting identified areas with 'gap-filling' purposes.
 - Organising concept development of identified collaboration opportunities with interested local actors and investor(s) involved in the process.
 - During the workshop(s), or separately, focus on identifying relevant research programmes at regional universities, institutes, etc. that could be of interest to the investor and that could lead to innovation and growth further down the road.
- Policy advocacy to influence framework conditions.
- Reshaping and reinforcing the branding and place value propositions after the establishing phase.
 - Large business investors are often interested in establishing operations close to vibrant start-up communities and ecosystems. Some of these large companies have realised that they have limited internal innovation capabilities and need to base their strategies more on partnerships in open/cross innovation programmes, and on acquisitions of start-ups.
 - Entrepreneurs and small business investors are often very attracted to and sometimes even dependent on strong local/regional innovation systems in order to grow their businesses.
 - The successful integration of a new investor with high brand value should be used to attract new talent and boost the general attractiveness of the place.
 - Large investors within growing market segments, and within globally relevant brands, can constitute a foundation upon which to build a new smart specialisation area for the place and region.

Business attraction management rests on the idea that in an increasingly complex, changing and competitive investment and business landscape, public and semi-public organisations need to adopt work methods that allow for agile processes, characterised by experimentation, innovation, a certain amount of risk-taking, and continuous learning and improvement.

6.4.2.5. Programmes and Projects: Business Attraction Management

One of the **core functions** of the **investment unit** must be to **manage the process of business attraction**.

Programmes	Projects
Set up a dedicated investment management function in CoW	<ul style="list-style-type: none"> • Create an investment unit that has the capacity to facilitate the improvement of the general business and investment environment in CoW, facilitate business attraction management and conduct investment promotion. In addition, the investment unit must conduct market research, update investment-related databases, facilitate the improvement of investment-related processes and procedures, and create guides to assist to assist investors to navigate through investment processes and procedures. • Create an investment one-stop shop that is operated by the investment unit.
Improve stakeholder engagement	<ul style="list-style-type: none"> • Create stakeholder map that profiles and prioritises stakeholders into stakeholder groups, such as sectors they are interested in, existing or potential investor, media, etc. These profiles will inform the setup of the Customer Relationship Management (CRM) system. • Establish a Local Economic Development and Investment Partnership. • Create several access points for local business and potential investors to ask questions, make suggestions or submit a complaint. These could include: <ul style="list-style-type: none"> ◦ Investor One-Stop Shop ◦ 'Contact us' pages and query forms on website ◦ Direct telephone line to Investment Unit ◦ Conduct 200 personal (one-on-one) meetings with existing investors, news reporters and stakeholders per year ◦ Participate in WED and Investment Forum (four times per year) ◦ Develop an enquiry management system (such as DNN ticketing system) which includes: <ul style="list-style-type: none"> ▪ A dedicated ICT system that captures all enquiries ▪ Auto-response email or SMS to clients to inform them of expected turnaround time on their enquiries based on the type of enquiry it is ▪ Enquiry management tools that forward enquiries to the investment unit manager ▪ Task allocation tools that allow the investment unit manager to sub-divide the request to one or multiple persons or department managers ▪ Task prioritisation tools that allow the investment unit manager to indicate the importance of tasks and to prioritise one task over another ▪ Sign-off tools that allow for the sign-off of tasks ▪ An enquiry and task dashboard that allows the investment unit manager to view and manage enquiries ▪ Communication tools that allow the investment unit manager to communicate and record communication between him/herself and the person who had: <ul style="list-style-type: none"> • Been allocated the task • Made the request ▪ Tracking tools that provide high-level reports and task-specific feedback
Identify potential investors	<ul style="list-style-type: none"> • Identify existing investors using the outcomes of the local manufacturing survey, local tourism survey, local formal trade survey, local informal trade survey and export market research and which should be contained in the CoW manufacturers database, CoW tourism database, CoW retailers database, CoW informal traders database and the CoW local business database (see section 6.4.3.4). • Capture the business and personal data of those making enquiries and downloading reports from the investor websites, as well as those attending stakeholder engagement meetings such as the Local Economic Development and Investment Forum and attendees of meetings.
Create investment attraction tools and systems	<ul style="list-style-type: none"> • Facilitate the development of a CoW brand strategy at corporate level. • Facilitate the development of a CoW organisational communication plan that delineates content owners, how investment and economic development content will be collected, edited and made available to potential investors.

			<i>Note! The Investment Promotion Pillar will address additional investment attraction tools and systems.</i>
Create investment management tools and systems			<ul style="list-style-type: none"> • Develop a Customer Relationship Management (CRM) system that allows for the profiling of current, new and potential investors. Each profile must include information that will assist the investment unit to understand the needs of the investor and may include a variety of information such as the company details, their current business interest in CoW, who the decision-makers in the company are, any information that was extracted from previous engagements with the investor such as previous enquiries, challenges they may be facing to get an investment off the ground, land or service preferences, etc. • Develop an ICT system that allows for CoW to match investor needs with resources within CoW. The data for the system will come from the outcomes of the property survey, local talent development survey, local commodities survey, community survey, the local manufacturing survey, local tourism survey, local formal trade survey, local informal trade survey and export market research, and which should be contained in the CoW property database, CoW talent database, CoW commodities database, CoW community perception database, CoW manufacturers database, CoW tourism database, CoW retailers database, CoW informal traders database and the CoW local business database. • Develop a digital land registry that assist potential investors and local business to speed up the process of registering and transferring land.
Develop internal platforms to manage investment-orientated processes			<ul style="list-style-type: none"> • Create a CoW Working Group that focuses on any department or unit throughout the organisation that is involved in any of the top ten investment processes. Engage with all these actors to: <ul style="list-style-type: none"> ◦ Build relationships with actors and explain the importance of investment to CoW. ◦ Create partnerships and agreements. ◦ Develop KPIs for steps in processes (i.e. what is measured gets done). ◦ Assign accountability. ◦ Measure performance. ◦ Develop tools to facilitate hand-over between actors. ◦ Keep all actors informed and give praise where performance has improved. • The CoW Working Group must work towards the establishment of an Operations Centre to collect, analyse and channel data in order to make better decisions. The Operations Centre must become the heart of all operations within CoW by coordinating all functions and tasks within the city. • The Operations Centre will host the Project Management Centre, which will be an ICT system that assists with the management of all projects and tasks within the city.
Facilitate better integrated planning systems throughout CoW			<ul style="list-style-type: none"> • Facilitate integrated planning to determine the long-term growth path of the city. The investment unit must provide inputs on: <ul style="list-style-type: none"> ◦ Developing a west-centralised commercial and industrial corridor to bring economic opportunities closer to labour pools. ◦ Identifying high-density residential areas near current and potential economic opportunities. • Facilitate the updating of high-level strategic plans that focus on the spatial development plan of the city to provide guidance on the long-term growth path of the city. The Investment Unit must provide inputs into this process that will encourage investment, including: <ul style="list-style-type: none"> ◦ Developing a west-centralised commercial and industrial corridor to bring economic opportunities closer to labour pools. ◦ Identifying high-density residential areas near current and potential economic opportunities. ◦ Identifying economic and social nodes with the aim to improve local transport and connectivity within the city. ◦ Identifying areas for cluster development, including areas where intensive farming such as hydroponics, aquaponics and vertical farming can take place, while taking into consideration the water and land needs of such operations. ◦ Using the information gathered through the Property Survey and CoW Property Database, identifying CoW-owned land available for development, e.g. power line reserve.

	<ul style="list-style-type: none"> ○ Identifying potential parcels of land that have high development potential, but which are not currently owned by the city, with the purpose of making the current owner an offer to purchase the land, e.g. the Show Grounds. <ul style="list-style-type: none"> ▪ Each parcel of land owned by CoW must be reviewed against the integrated planning with the purpose of developing: <ul style="list-style-type: none"> ▪ High density residential precincts. ○ Commercial and industrial precincts, clusters or science or ICT parks (including sectoral identification such as tourism precincts, agro-processing, logistics, ICT, and knowledge economy, etc.). ○ Prioritise the available land based on the order of development, i.e. which precinct must be developed first, second, etc. • Conduct a review on the top ten investment-orientated processes <ul style="list-style-type: none"> ○ Identify the top ten investment-orientated processes ○ Identify all steps and actors (departments, ministries, clients, other third-party entities, etc) within the process. ○ Review each step of the process, including the actors involved, documentation requirements, timeframes, handover and alerts, etc. ○ Identify methods to improve each step, including faster and more effective handover, digitising and digitalising the process, integrating the process into the CoW ICT system, removing duplication, improving client feedback, enabling client to make additional submissions when required, etc. ○ Identify reporting mechanisms to track investor-orientated processes to enable M&E at micro level (i.e. every step or sub-step of a process) through to a high-level report indicating trends. • Develop and implement an e-government strategy to continuously incorporate processes and procedures into the CoW ICT system. The purpose of the e-government strategy will be ensuring the digitisation and digitalisation of processes to ensure faster, more efficient service delivery. It will further focus on developing and implementing new processes and procedures based on the outcomes of the investment-orientated process reviews. The outcome of the digital strategy will include an integrated view and guidance on: <ul style="list-style-type: none"> ○ Data management platforms, including for local policy and strategy documentation and spatial planning data such as GIS ○ All websites, social media and stakeholder engagement platforms (e.g. enquiry management system) ○ Project Management Centre in the Operations Centre ○ Land Registry ○ Performance Management System ○ Customer Relationship Management (CRM)
Facilitate investment incentive support	<ul style="list-style-type: none"> • Develop an incentive support programme for national incentives. <ul style="list-style-type: none"> ○ Identify national investor incentives ○ Develop relationship with national investor incentive owners ○ Develop an investor checklist to assist the investor to determine if they qualify for national investor incentives ○ Develop investor 'to-do lists' to apply for national investor incentives ○ Assist investors to complete and submit their applications for national investor incentives.

6.4.3. Pillar: Investment Promotion

This section will focus on the promotion or communication of investment in Windhoek, including investment incentives.

6.4.3.1. Investment Promotion Objectives

The CoW investment promotion objectives will differ by target audience, but can generally be summed up as:

- To create awareness of Windhoek, CoW investment opportunities and CoW investment incentives.

- To create knowledge of Windhoek, CoW investment opportunities and CoW investment incentives.
- To create liking of Windhoek, CoW investment opportunities and CoW investment incentives.
- To create desire of Windhoek, CoW investment opportunities and CoW investment incentives.
- To create preference of Windhoek, CoW investment opportunities and CoW investment incentives.
- To create purchase and conviction of Windhoek, CoW investment opportunities and CoW investment incentives.
- To create loyalty of Windhoek, CoW investment opportunities and CoW investment incentives.

Note! There is currently no benchmark data available to set new targets. Future research and internal reporting will have to include measures to determine awareness, knowledge, liking, desire, preference, purchase and loyalty of Windhoek, CoW investment opportunities and CoW investment incentives.

What and how to communicate with the target audience are highly dependent on the recipient's knowledge, attitude and beliefs about Windhoek, CoW investment opportunities and CoW investment incentives. The effects of marketing communication on customers are illustrated in Table 12.

TABLE 12: EFFECTS OF MARKETING COMMUNICATION ON CUSTOMERS

Related Behavioural Dimensions	Movement Towards Purchase
Conative: The realm of motives Stimulate or direct desires Facilitate trial	Loyalty ↑ Purchase and Conviction
Affective: The realm of emotions Change attitudes and feelings Enhance attitudes and feelings Create desire	↑ Preference ↑ Desire ↑ Liking ↑ Knowledge
Cognitive: The realms of thoughts Provide information and facts	↑ Awareness

SOURCE: L. KOEKEMOER. MARKETING COMMUNICATIONS. 2004

6.4.3.2. Investment Communication Approach

The effects of marketing communication on customers illustrated in Table 12 provides insights on the communication approach required for each investor type, illustrated in Table 13.

TABLE 13: COMMUNICATION APPROACHES FOR DIFFERENT INVESTORS

Criteria	Investor Attraction	Establishing	Growing
Type of Investor	Potential Investor	New Investor	Existing Investor
Communication Stage	Awareness – Knowledge	Liking – Desire – Preference	Purchase – Conviction
Communication Appeal	Cognitive / Rational Appeals	Affective / Emotional Appeal	Conative Appeal

6.4.3.2.1. COGNITIVE/RATIONAL APPEALS

The cognitive appeal will focus on creating awareness and knowledge of Windhoek, CoW investment opportunities and CoW investment incentives amongst potential investors.

- **Straight sells or factual message:** This is the straightforward presentation of information concerning Windhoek and its product offering. This appeal is ideally used in high-involvement clients within print advertisement and digital/online marketing.

- **Technical information:** Technical information is presented as part of the communication. This could be presented as a spec sheet or market reports of target industries, project opportunities, technical infrastructure reports on available land/buildings, etc.
- **Testimonials and endorsements:** CoW needs to request testimonials from current investors to be used within marketing communication, etc. Similarly, endorsements should be requested from key institutions such as MIT, NUST, etc.
- **News:** Provide local media with newsworthy information that they can utilise within their news bulletins or print media.
- **Communication approaches:** Mass Marketing, Websites, Digital Marketing, Bulk Mailers, Adverts, Editorials, Procurement/Terms of Reference, etc.

6.4.3.2.2. AFFECTIVE/EMOTIONAL APPEAL

The affective appeal will focus on creating liking, desire and preference of Windhoek, CoW investment opportunities and CoW investment incentives amongst new investors.

- **Comparative Analysis:** Highlights why Windhoek is a better option compared to the investor's other options.
- **Deal Sweeteners:** Create additional value by reducing cost (incentives, soft landings, networking, talent search), and increasing benefits (bulk services and infrastructure).
- **Place Marketing:** Focuses on place creation showcasing why the investor will want to live in Windhoek. Highlight reasons to live in Windhoek, including lifestyle, best schools, medical services, shopping malls, etc.
- **Communication Approaches:** Investor Conferences, One-on-One meetings, One-Stop-Shop Walk-ins and Personal Selling.

6.4.3.2.3. CONATIVE APPEAL

The conative appeal will focus on creating purchase and conviction of Windhoek, CoW investment opportunities and CoW investment incentives amongst existing investors.

- **Dedicated Account Manager:** Major clients must have a dedicated account manager who is the client's first point-of-call for any issue.
- **Open Door Policy and Site Visits:** Regular one-on-one engagements must be scheduled between clients and their account manager to pre-empt any issues.
- **Loyalty Deals:** Once-off 'Thank-You' Incentives for being loyal 'customers' for five years, ten years, 20 years, etc. The deals may include market reports, business opportunities, etc.
- **Creating Champions:** Loyal clients must be convinced to act as champions.
- **Communication Approaches:** One-on-One meetings, Account Manager.

6.4.3.2.4. ATTRACTION MARKETING TOOLS

Attraction marketing tools can be divided into three main approaches, namely push, pull and accessibility. This section will briefly delineate commonly used attraction marketing tools within all three approaches.

PUSH TOOLS

Push tools refer to activities that allow the investment unit to connect with potential investors. These may include:

- **Exhibitions, trade fairs and conferences.** E.g. CoW could host an annual African Smart City Conference.
- **Public relations** (media coverage). E.g. All new investments and improved processes should be shared with the media.
- **Personal selling.**

- **Ambassador networks.**
- **Direct marketing** by e-mail or post. E.g. the CoW website should capture email addresses that will allow the Investment Unit to send monthly personalised **bulk mailers** to potential, new and existing investors. The same system can be used to send e-invites to investors to attend the WED and Investment Forum, meetings or conferences.
- Direct contacts and **network building in social media.**
- **Inward/outward missions.**

PULL TOOLS

Pull tools refer to place initiatives for making the investor connect. These may include:

- **Procurement** is a good tool to attract outside investors in areas that has strategic importance to CoW. E.g. for precinct development initiatives.
- Similarly, **packaging opportunities in clusters or precincts** are especially useful when attracting growth capital or when larger companies invest in or acquire start-ups, as a well-reputed cluster can add a reputational value to lesser-known MSMEs.
- Typically, large investments lead to increased attraction for **followers** such as similar investors, suppliers, customers or support services.
- Top-class **test beds, demo sites and similar experimental environments** can attract outside companies to take the first step towards a more permanent investment. CoW must work with tertiary education and other institutions to develop and test innovative products within Windhoek. One example is the current cooperation between Standard Bank and the Private Sector for a pilot project to produce bricks from organic mushroom spores.

ACCESSIBILITY

Accessibility refers to providing existing and potential investors with an easy point of access within CoW, as well as a readiness to discuss incoming requests. By providing an **Investment One-Stop Shop**, CoW will provide existing, new and potential investors with an open door to discuss investment opportunities.

Other important accessibility tools that have an impact on place marketing include:

- Offering the potential investor with a **personal contact** in his or her home country or region can give an advantage in accessibility over more hard-to-reach competitors. This implies that CoW needs to find place agents, such as expats, ambassadors, etc. in other locations who can represent CoW in those locations.
- **Digital media** has reshaped the landscape of marketing and there is an ongoing shift towards search. Consumers (and investors) actively find, evaluate and interact with actors that have created a competitive online presence. The need to be searchable is even more pronounced when aiming to attract entrepreneurs and start-ups.
- **Web portals** not only give the investor an overall positive impression of Windhoek, but they can also be a source of in-depth relevant key information necessary for further action. CoW should focus on developing an **Info-Sharing Service**.
- CoW must **simplify the first contact** or request by ensuring that the investor can contact the investment unit through a **CoW investment website, sectoral websites or the Investment One-Stop Shop**. The investment unit must be able to handle any type of investment inquiry.

6.4.3.3. Communication Message

6.4.3.3.1. WINDHOEK VALUE PROPOSITION

In the absence of a brand plan, the study team has developed **value and comparative advantage statements** and reasons to believe these statements.

Windhoek is the most important administrative, economic, education and business regional centre in Namibia. CoW has a diverse economy with sectoral comparative advantages in manufacturing, construction, transport and communication, finance intermediation, public administration and defence, education, health and tourism. The area is the most caring, sustainable and liveable area in Namibia with good economic and social infrastructure and the best healthcare and education system in Namibia. This is supported by comprehensive policy environment and a SMART, robust municipality that supports economic development and investment.

6.4.3.3.2. COMPARATIVE ADVANTAGE STATEMENTS

Windhoek has several key comparative advantages that can be leveraged, including, but not limited to:

- Windhoek is the **administrative centre of the country** and has a high number and proportion of government service employees.
- Windhoek is the **academic centre of Namibia**. Windhoek has many academic institutions, including the University and Vocation Training Cluster (UNAM, NUST (PoN), IMU) and has the highest number and proportion of students and tertiary education employees.
- Windhoek is the **economic centre of Namibia** with most major businesses having their headquarters or regional offices located in the city.
- Windhoek is the **biggest market** in Namibia based on population numbers. It is estimated that in 2018 between 415,074 and 416,997 people lived in Windhoek. This means about one out of every six Namibians live in Windhoek.
- Khomas has the highest increase in population density in Namibia at 3.39% p.a. This means that based on population, **Windhoek is the fastest growing market** in Namibia. If the current population growth rate persists, then between 626,229 and 636,416 people will live in Windhoek by 2030.
- The largest share of households in Khomas received their income through wages and salaries (72.7%). This is an indication that Windhoek has a **higher personal income** than the rest of Namibia, where reliance on the state for income is more prevalent. Based on the household assets owned, households in Khomas are better off than households in the rest of Namibia since they proportionately can afford to own more goods such as radios (74.1%), televisions (62.7%), telephones (fixed and mobile) (17.8% and 74.9%), computers (including laptops) (35.6%) and home internet connectivity (15.3%).
- Khomas has a **large proportion of entrepreneurs** with about 14.1% of households receiving their income through business activity that is unrelated to farming.
- Khomas has the **largest labour force in Namibia** at about 233,707 employees in 2016 and the second highest labour force participation rate at 79.04%.
- Windhoek has several **public and private hospitals**, including Windhoek Central Hospital, Katutura Hospital, Windhoek Medi-Clinic, Roman Catholic Hospital, Lady Pohamba Private Hospital, etc.
- CoW has **good policy in place** that allows for establishing special vehicles for development. These include CoW Public Private Partnership Policy and Special Projects Policy. According to the CoW Public Private Partnership Policy, PPPs may be entered to **fast-track certain types of projects**, including:
 - Bulk Public Infrastructure – the fixed assets, networks, and facilities needed for the operation of the society and economy:
 - Electricity
 - Water and sanitation
 - Transport fixed assets – roads, sewer, bridges, railroads, ports, airports – and public systems such as bus networks and urban train services
 - Telecommunication networks – local loop, exchanges, and backbone

- Business support assets such as industrial parks or irrigation systems
- Utility services such as potable water, improved sanitation, street lighting and solid waste disposal
- Health facilities
- Municipal Infrastructure and services – the fixed assets, networks, and facilities needed for the operation of a municipality:
 - Municipal accommodation – physical buildings from which municipal services are provided, such as offices, etc.
 - Meter reading and billing services
 - Municipal networks such as telephone or IT hardware – where the systems are not subject to rapid technological change
 - Housing and related services
 - Recreational facilities such as parks and sport stadiums
 - Public transport
- Significant **sectoral comparative advantages** in:
 - Manufacturing – Comparative scale advantage over the rest of Namibia and the sector's importance to Khomas.
 - Construction – Comparative scale advantage over the rest of Namibia. Nationally, the industry had seen significant growth between 2011 and 2016.
 - Transport and Communication – Comparative scale advantage over the rest of Namibia. Nationally, the industry had seen significant growth between 2011 and 2016.
 - Finance intermediation – Comparative scale advantage over the rest of Namibia and the sector's importance to Khomas. Nationally, the industry had seen significant growth between 2011 and 2016.
 - Public administration and defence – Comparative scale advantage over the rest of Namibia and the sector's importance to Khomas.
 - Education – Comparative scale advantage over the rest of Namibia and the sector's importance to Khomas.
 - Health – Comparative scale advantage over the rest of Namibia and the sector's importance to Khomas. Nationally, the industry had seen significant growth between 2011 and 2016.
 - Tourism – About 29% of all international tourists enter Namibia using air transport, of which the most enter Namibia through the Hosea Kutako International Airport located in Windhoek.

Overall, Windhoek is the most **sustainable region within Namibia**. CoW's marketing promotion should therefore focus on how the city will develop in a **SMART and Caring City**, while emphasising how the City is at the forefront of delivering a number of game-changer projects that will see the region become a hub for economic development, innovation and entrepreneurship, along with spatial justice and a lifestyle for all to enjoy.

6.4.3.4. Key Investment Promotion Activities

6.4.3.4.1. DIGITAL STRATEGY

CoW needs to develop a digital strategy for its existing CoW website, as well as proposed investment and sectoral websites and social media.

SECTORAL AND INVESTMENT WEBSITES

CoW must develop several websites focusing on investment and economic development. The investment website will be a generic website that acts as a catch-all for potential investors in all the different industries within Windhoek.

Investment is first and foremost a financial decision. Investors will want to develop a bankable business plan to determine the outcome of the project, including financials as return on investment, break-even point, internal rate of return, etc. To determine the viability and outcomes of the project, the potential investor needs access to market data such as supply and demand information, market size, import and export information, etc.

The investment website should become the master website where all such data can be displayed. To support investors and investment, CoW needs to collect, collate and distribute market supply study information.

The Investment Unit can collect data from several sources, including NSA, Ministries, Regional Council, other CoW departments, etc. CoW can potentially generate data through sensors (smart applications), conducting sectoral and industry studies, conducting market supply and demand studies, conducting annual industry surveys, purchasing analysis reports that use satellite imaging and artificial intelligence, conducting brand perception surveys and conducting service satisfaction surveys.

The Investment Unit must then analyse the data into valuable investor information such as identifying gaps in value chains, identifying business opportunities or creating pre-feasibility studies.

Several categories of information can be distributed by the Investment Unit on the Investment Website including, but not limited to:

Policies and Regulations (National, Regional and CoW)

CoW spatial information

- Location information such as regional, city and neighbourhood maps showing physical size, topography, road networks and other basic and economic infrastructure
- Industrial and commercial areas and special infrastructure in these areas
- Current and future growth areas

Demographics

- Population and household data and maps
 - Number, size, growth, etc.
 - Income and consumption

Lifestyle

- Stress-free small-town-in-a-city feel
- Limited traffic
- Caring community
- Perks of a major city
 - Top schools
 - Health
 - Shopping
 - Sport clubs
 - Gyms
 - Activities and events
 - Safety and security

• Economic Information

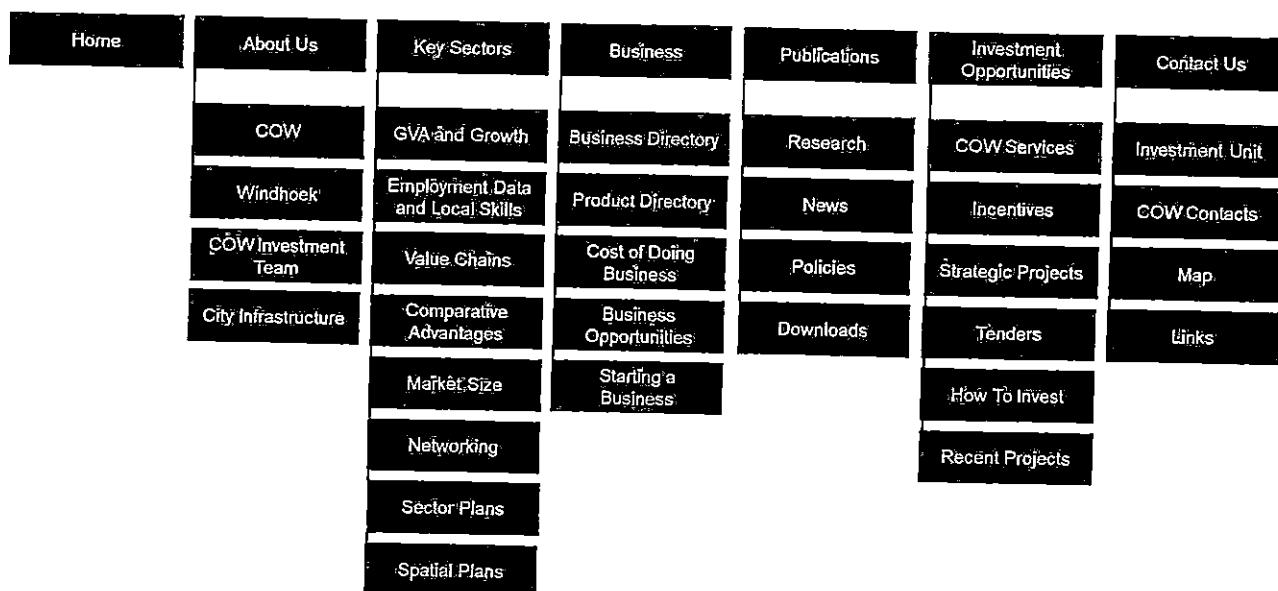
- Indexes and credit ratings
- Sectoral information such as value chains, supply and demand, imports and exports, business directory, gaps in the market/business opportunities, relevant policy and regulations, sectoral spatial analysis and infrastructure and research (sectoral plans, annual industry surveys, pre-feasibility studies)

• Incentives

- Investment support platforms and services including Investor One-stop Shop, investment unit team details, WED and Investment Partnership, for a, soft landings, talent search, SMART systems for permits and other applications, accounts and payments, requests and queries as well as land available for investment.

In addition, CoW needs to develop industry-specific websites that showcase that industry, including investment opportunities and recent projects, detailed sector information, existing business information, publications and contact details. Figure 10 provides a generic overview of the website menu structure.

FIGURE 10: GENERIC SECTORAL WEBSITE MENU STRUCTURE



Each section of the website conveys a specific set of information which collectively paint a picture of the industry and investment opportunity in the industry in Windhoek:

- Home:** The home page introduces the rest of the website. It provides an overview of what one can find on the rest of the web pages and provides quick links to key information.
- About Us:** The about us page provides an overview of CoW and Windhoek. It provides the 'other' information that an investor will want to know, such as the quality of health and education in the area, what the Windhoek lifestyle is like, what activities and events Windhoek offers, etc.
- Industry Overview:** The industry overview provides data, information and insights on why an investor would want to invest in Windhoek. It provides information on GVA and employment growth, the skills that are available in the region and tertiary education institutions that provide training of those skills, the industry value chains and potential gaps in the value chains, comparative advantages that Windhoek has within this industry, the market size (population/households and their respective growth), existing networks and organisations in Windhoek that focus on this industry (NUST programmes, industry organisations, labour unions, etc.), existing sectoral and spatial plans for the industry, etc.
- Business:** The business section provides an overview of businesses that already exist in Windhoek and the products that they produce. It also reflects on the cost of doing business in

this industry and existing business opportunities identified. It further provides guidance on how to start a business, with an emphasis on legislative and regulative information for the industry.

- **Publications:** Publications provides an overview of all the information available on the industry in the region. This includes any research such as annual industry surveys, news that was published about the industry and policies, strategies, regulations, etc. on the industry.
- **Investment Opportunities:** The investment opportunity section focuses on providing an overview of all industry investment opportunities, as well as services and incentives that CoW offers for this industry. Where strategic projects had been identified, the information on the investment opportunity needs to include all known specifications of the opportunity.
- **Contact Us:** The contact us section provides information on how to contact a variety of potential CoW departments that may be of interest to this industry, as well as links to industry stakeholders. The most prominent of these contact details must be the Investment Unit's contact details.

The content on the pages of the websites must consist of several sets of information.

- Text must convey the information but must also be optimised for search engines. This implies that each page must focus on a set of highly searched-for keywords that relate to the topic being discussed on the page.
- Multimedia, including professionally taken photos and videos.
- Keywords need to be loaded to the metadata on a page, such as title and description, image names and alt-text, etc.

The website content must ultimately lead the website visitor to an action. Calls to action on content pages may be links, buttons or read-more links that take the person to an action page, such as the:

- Contact Us page where the potential investor can fill in a form to arrange for a meeting with the investment unit or request more information.
- Tender page where the latest tenders can be downloaded.
- Business and Product Directory pages where industrial buyers, supply chain professionals or consumers can view locally produced products and businesses. The page must also allow businesses to upload their companies and products which must be verified by the website administrator before it appears on the page.
- Incentives and Permit Application page where potential, new or existing investors can complete and submit the online application forms to apply for incentives and/or permits. The website should also include application forms for national incentives.
- Newsletter page must allow website visitors to subscribe to CoW bulk mailers.

DOMAIN NAMES

Several good domain names are currently available. As part of the digital strategy, CoW needs to decide on the domains it wishes to purchase for its websites. Table 14 lists examples of potential domain names for the investment and industry investment websites and their prices per annum.

TABLE 14: AVAILABLE DOMAINS ON 20 JUNE 2019

Domain	Price per Annum
Investwindhoek.com	N\$ 289
Investwindhoek.co.za	N\$ 149.50
Windhoektourism.co.za	N\$ 149.50
Windhoek.de.com	US\$ 19.99
Windhoek. Berlin	US 44.99
Agroprocessing.co.za	N\$ 149.50
agroprocessing.co.na	N\$ 98
agroprocessing.com.na	N\$ 690
agroprocessing.na	N\$ 4750

Windhoek Investment Incentives and Promotion Strategy 2022 – 2027

Domain	Price per Annum
agroprocessing.org.na	N\$ 690
investinwindhoek.co.na	N\$ 98
investinwindhoek.com.na	N\$ 690
investinwindhoek.na	N\$ 4750
investinwindhoek.org.na	N\$ 690
investwindhoek.co.na	N\$ 98
investwindhoek.com.na	N\$ 690
investwindhoek.na	N\$ 4750
investwindhoek.org.na	N\$ 690
wedwindhoek.co.na	N\$ 98
wedwindhoek.com.na	N\$ 690
wedwindhoek.na	N\$ 4750
wedwindhoek.org.na	N\$ 690
windhoek.co.na	N\$ 98
windhoek.na	N\$ 4750
windhoek.org.na	N\$ 690
windhoekdevelopment.co.na	N\$ 98
windhoekdevelopment.com.na	N\$ 690
windhoekdevelopment.na	N\$ 4750
windhoekdevelopment.org.na	N\$ 690
windhoekeconomy.co.na	N\$ 98
windhoekeconomy.com.na	N\$ 690
windhoekeconomy.na	N\$ 4750
windhoekeconomy.org.na	N\$ 690
windhoekindustry.co.na	N\$ 98
windhoekindustry.com.na	N\$ 690
windhoekindustry.na	N\$ 4750
windhoekindustry.org.na	N\$ 690
windhoekinvest.co.na	N\$ 98
windhoekinvest.com.na	N\$ 690
windhoekinvest.na	N\$ 4750
windhoekinvest.org.na	N\$ 690
windhoekmanufacturing.co.na	N\$ 98
windhoekmanufacturing.com.na	N\$ 690
windhoekmanufacturing.na	N\$ 4750
windhoekmanufacturing.org.na	N\$ 690
windhoektourism.co.na	N\$ 98
windhoektourism.com.na	N\$ 690
windhoektourism.na	N\$ 4750
windhoektourism.org.na	N\$ 690

SOURCES: NAMHOST.COM, MARCARIA.COM, CO.ZA DOMAIN ADMINISTRATION, GODADDY

It must be noted that any website can have several domains pointing to the website. It is therefore advantageous to purchase and use import keywords when selecting additional domains. Due to the exorbitant price of some domains, it is sometimes easier to set a price (e.g. N\$1,000) and to select as many relevant domains based on keywords and geographical target areas (e.g. .co.za for South Africa, .de.com for Germany or .Berlin for specific cities in Germany).

SEARCH ENGINE OPTIMISATION (SEO)

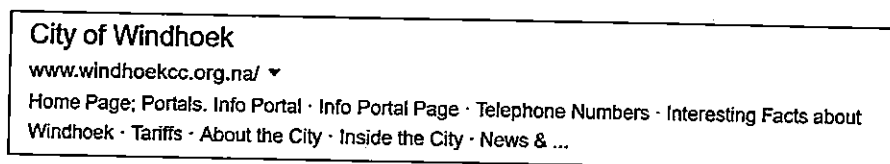
Search engine optimisation refers to the ability of search engines such as Google to consume, index and rank a webpage on a website. To increase generic web traffic to the CoW websites, SEO must be conducted on each webpage to ensure high rankings on highly searched-for relevant words and phrases (commonly referred to as keywords).

Google uses programmes generally referred to as Google Bots to review the content on each webpage. Google Bots must be able to consume the content on a page for it to index and rank the webpage. There are many technical reasons why a webpage's content cannot be viewed by a Google Bot; for example, the content is loaded as an image or a user must login to view the content.

If the Google Bot has access to a webpage, it consumes the content on the page to judge the topic of the page. The Google Bot will review the text, image names, etc. on the page, as well as metadata on the page such as the title and description and alt-text. The Google Bot attaches higher value to some parts of the webpage. Titles can only consist of 72 characters, while descriptions can consist of 156 characters. These are both areas that can be included on a page by the webpage designer and act as a method for designers to tell Google what the webpage is all about.

Figure 11 illustrates the title and description of the current CoW website's home page on 18 June 2019. The fact that the webpage is indexed shows that the website is accessible to Google Bots. The title and description were not completed by the web developer. The Google Bot used the first set of content it could retrieve as the default title and description, namely the title content is the webpage name and the description is the menu bar information.

FIGURE 11: TITLE AND DESCRIPTION ON CoW WEBSITE HOME PAGE



None of the titles and descriptions on the current webpages on the City of Windhoek website were completed. This is a missed opportunity for CoW to be indexed on important investment- and economic development-orientated keywords.

A webpage's ranking depends on several factors, of which two are critical, namely the content matter (i.e. keywords) used on a website and the number and quality of links that point to the webpage. A webpage about investment pointing to the CoW website's investment page will illustrate to Google that the CoW Investment webpage is important and therefore needs to be ranked high for that topic and keywords.

Overall, Google determines rank for webpages based on keywords. How high a webpage will rank will be determined by the use of that keyword and related keywords on the webpage and the number and quality of links to the webpage compared to all other webpages.

ADWORDS

AdWords is Google's paid advertising product that appears at the top or side of your screen in Google Searches. The advertiser only pays when someone clicks on the ad, which is known as pay-per-click advertising (PPC). The amount that the advertiser pays each time a person clicks on the advert is referred to as cost-per-click (CPC).

PPC works on a bidding system whereby a person can choose the maximum price he is willing to pay for his ad to appear when someone searches a keyword within geographical regions selected by the advertiser.

Figure 12 illustrates an example for an Adverts campaign for CoW, focusing on investment. In this example, CoW will spend about N\$1500 per month for 1,627 to 2,807 impressions (number of times the advert was seen) and 29 to 50 clicks that go through to the selected CoW website. Geographically, the advert will appear in Google results for several investment-related keywords within the USA, Germany, UK, South Africa, Australia, etc.

FIGURE 12: EXAMPLE OF ADWORDS CAMPAIGN

Review your campaign settings

Campaign name Investment Opportunities

Estimated performance

1,627 - 2,807 impressions per month

29 - 50 clicks per month

Campaign goal

Call your business

Locations

Show ad to people interested in your products or services, in Australia, France, Germany, Italy, South Africa and 3 more.



EDIT

Your ad

Investment Opportunities in | Windhoek
Nambia Industries
www.windhoekcc.org.na

Great sectoral GDP growth in manufacturing, construction, agro-processing and logistics

Product or service

Your business category
Investment

Your products or services
Investment Opportunities

BULK MAILERS

The investment unit must send regular bulk mailers to its subscribers focusing on investment matters, such as new business opportunities, releasing research, etc.

6.4.3.4.2. WED AND INVESTMENT FORUM

A WED and Investment Forum was proposed in the updated Windhoek Economic Development Forum. This platform will play a critical role in the direction and participation of local economic development and investment in Windhoek. The Investment Unit must be actively involved in setting the agenda and participating in the forum.

6.4.3.4.3. INVESTMENT STAKEHOLDER ENGAGEMENT

A crucial element of investment attraction management is to develop networks. The Investment Unit can improve stakeholder engagement by developing an investor-stakeholder engagement plan including mapping our existing investors and key stakeholders. The stakeholder engagement plan must:

- Map all existing investors within Windhoek, with an emphasis on the key industries, namely agriculture and agro-processing, MSME, tourism, transport and logistics and social development.
- Map all organisations, training entities, labour unions, federations and other stakeholders in Windhoek, with an emphasis on the key industries, namely agriculture and agro-processing, MSME, tourism, transport and logistics and social development.
- Map all entities that may assist the Investment Unit with soft landings, including but not limited to labour brokers, primary, secondary and tertiary education institutions, child day-care, interpreters, real estate agents, etc.
- Create a database of all stakeholders.
- Create a customer relationship management system for all stakeholders.
- Profile each stakeholder.
- Prioritise each stakeholder into stakeholder groups.

- Based on the number of stakeholders and capacity available, decide on the number of interactions with each stakeholder group, e.g. monthly meetings with critical stakeholders, four meetings per year with important stakeholders, etc.
- Assign an account manager to the most critical and important stakeholders.
- Arrange and conduct meetings with stakeholders.
- Invite relevant stakeholders to the WED and Investment Forum and other investment engagement platforms.
- Update each stakeholder's profile after each engagement. E.g. for existing investors, the profile must capture the aptitude of the existing investor to further invest in Windhoek, the types of investment they would prefer and under what conditions they may invest.

6.4.3.4.4. PERSONAL SELLING

One of the most important aspects of investment attraction management is the ability of the Investment Unit to sell investment opportunities to potential investors, and to upsell to existing investors.

Selling investment opportunities can be defined as a complex sales process where a niche or custom product offering is sold to several decision-makers. In general, there are four types of buyers within a complex sales process, namely:

- The **economic buyer** is the person who controls expenditure, has discretionary use of resources, has veto power, and has the ability to sign-off on the contract. There is normally only one such buyer in the process and he will focus on what the bottom line and effects on the organisation will be. His key question will be "What return will I get on this investment?"
- The **user buyer's** role will be to judge the impact on job performance, including overseeing or supervising the opportunity. This person will be the one who will ultimately be personally involved in the opportunity and will therefore focus on whether the solution will get the job done. The key question he will ask is "How does this impact my job responsibilities?"
- The **technical buyer's** role will be to judge and quantify aspects of the proposal. These buyers are gatekeepers who cannot give final approval, but who can veto the proposal based on specs or technicalities. The technical buyer will focus on whether the proposal matches specifications in their area of expertise. His key question will be "Does this meet the specified criteria?"
- **Coaches** act as a guide for the sale. This person can be part of the company or an external consultant who provides and interprets information about the project objectives, other role-players in the complex buying process and other elements of the strategic analysis. He will focus on making the proposal a success. The key question he will ask is "How can we make this happen?"

For best results, a system needs to be developed within which the complex sales processes can take place. This involves:

- The creation of an ideal customer profile, i.e. what will the sum of all investment clients be in Windhoek?
- Creating a sales funnel.
- Creating a file on each prospect. This can be combined with the example provided in investment stakeholder engagement process in section 6.4.3.4.3.
- Identifying in each investment opportunity all the people within each buying influencer (i.e. who influences the sale).
- Determining the potential buyer's receptivity to the sale.
- Establishing current position with each buying influencer (from their perspective).
- Identifying red flags and investigating alternative positions.

- Adjusting the investment opportunity to create a win-win proposal. It must be noted that in some cases, CoW should still consider a loss-leader as a win-win proposal. E.g. if a major company invests, CoW may give the company significant discounts on rates and taxes, land, etc. on the condition that their suppliers and other companies also invest in Windhoek.

6.4.3.5. Programmes and Projects: Investment Promotion

One of the **core functions** of the **investment unit** must be to **conduct investment promotion**. Table 15 delineates the investment promotion pillar's programmes and projects.

TABLE 15: INVESTMENT PROMOTION PILLAR PROGRAMMES AND PROJECTS

Programmes	Projects
Digital Marketing Strategy	<ul style="list-style-type: none"> Develop a digital marketing strategy that focuses on cross-platform marketing communication with existing, new and potential investors.
Develop several investment-orientated websites, including a generic investment website, an Agriculture and Agro-processing Investment Website, Tourism Investment Website, MSME Investment Website, Transport and Logistics Investment Website and Social Development Investment Website	<ul style="list-style-type: none"> For each website, the following needs to be done: <ul style="list-style-type: none"> Set up hosting environment Develop website platform Create menu structure (i.e. list of webpages to be created) Select keywords to be used on website Select keywords per webpage for the website Create content for webpages <ul style="list-style-type: none"> Text Images Video Create action pages (contact us form, subscribe to newsletter, download investment information, go-to info-sharing portal, follow us on Twitter and other digital media) Implement buttons and links on all pages to lead visitors to action pages (calls to action) Create links to all other CoW websites, portals and social media Implement keywords within titles, descriptions, picture names and other metadata Purchase relevant domain(s) and direct to relevant site Launch websites
Conduct regular content maintenance and website performance tracking on websites	<ul style="list-style-type: none"> Continue to create content and archive out-of-date information Annually review website menu structure, calls to action, keywords and content Review website statistics monthly
Social Media	<ul style="list-style-type: none"> Create a YouTube channel that showcases investment-orientated information of CoW and investment opportunities in Windhoek Create videos showcasing investment-orientated information of CoW and investment opportunities in Windhoek Load all video on the YouTube channel Create an Investment Twitter Account Create and post daily Tweets Monitor all social media platforms three times per day.
Bulk Mailers	<ul style="list-style-type: none"> Send monthly personalised bulk mail to <ul style="list-style-type: none"> all subscribers agriculture and agro-processing subscribers tourism subscribers MSME subscribers transport and logistics subscribers social development subscribers knowledge economy subscribers Review read, soft and hard bounce and subscriber numbers monthly
Adword Campaigns	<ul style="list-style-type: none"> Set up investment Adword campaigns <ul style="list-style-type: none"> agriculture and agro-processing subscribers tourism subscribers MSME subscribers transport and logistics subscribers social development subscribers knowledge economy subscribers Review Adword Campaign Statistics monthly

Personal Selling	<ul style="list-style-type: none"> • Create an ideal customer profile • Create a sales funnel and load each prospect to the CRM system • Conduct 50 personal (one-on-one) meetings with prospects
Brochures	<ul style="list-style-type: none"> • Design brochures, including <ul style="list-style-type: none"> ◦ generic investment brochure, ◦ agriculture and agro-processing investment brochure, ◦ tourism investment brochure, ◦ MSME investment brochure, ◦ transport and logistics investment brochure, ◦ social development investment brochure, and ◦ knowledge economy investment brochure. • Print the various investment brochures.

7. Implementation Plan and Monitoring and Evaluation

This section will delineate the implementation plan and monitoring and evaluation frameworks of the study.

7.1. Proposed Investment Unit within the Proposed Dedicated “Economic Development Department” (EDD)

In the current structure the Economic Development Division is part of the Department of Economic Development and Community Services. When it comes to implementation, the Economic Development Division's hands are tied, by way of speech, as they are not permitted to take care of their projects: for example: they have to budget through other service departments, the result is that their projects are fragmented, and their projects are competing on a wider level with other priorities, the result is that the Economic Development Division does not have control and economic development is at the mercy of other service departments. A situation that can lead to economic development and investment promotion failure.

In order to unlock economic development and investment promotion, it is critical that the supporting infrastructure as per the Windhoek Development Strategy be put in place to create an enabling environment.

Therefore, it is proposed to restructure the Department of Economic Development and Community Services in order to form a dedicated Economic Development Department (EDD) within which the dedicated investment management function should function, hereinafter referred to as the Investment Unit (currently called the “Investment Promotion & Liaison Unit”).

7.2. Implementation Plan

The proposed Investment Unit within the proposed dedicated Economic Development Department in CoW will be the custodians of the City of Windhoek Investment Incentives and Promotion Strategy Implementation Plan. Their main functions will be to upgrade the general business and investment environments, to facilitate business attraction and to conduct investment promotion.

To unlock investment promotion, priority should also be given to develop the supporting infrastructure the Windhoek Economic Development Strategy, in coordination with the latest Structural Development Framework; along with the implementation plan of the City of Windhoek Incentive and Investment Promotion Strategy which is delineated below in Table 16.

TABLE 16: CITY OF WINDHOEK INCENTIVE AND INVESTMENT PROMOTION STRATEGY IMPLEMENTATION PLAN

Programme	Project	Responsible Party	Budget				
			Year 1 Internal Process	Year 2 Internal Process	Year 3 Internal Process	Year 4 Internal Process	Year 5 Internal Process
Setup a dedicated investment management function in CoW	Create an Investment Unit	Office of the CEO and Dept. of Economic Development & Community Services	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Create an investment one-stop shop	Dept. of Economic Development & Community Services	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
Annually conduct surveys and update local databases	Conduct a Property Survey	Dept. of Housing, Property Management & Human Settlements	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Update the CoW Property Database	Dept. of Housing, Property Management & Human Settlements	Internal	Internal	Internal	Internal	Internal
	Conduct a Local Talent Development Survey	Investment Unit	20,000	20,000	20,000	20,000	20,000
	Update the CoW Talent Database	Investment Unit	Internal	Internal	Internal	Internal	Internal
	Conduct a Local Commodities Survey	Investment Unit	50,000	50,000	50,000	50,000	50,000
	Update the CoW Commodities Database	Investment Unit	Internal	Internal	Internal	Internal	Internal
	Conduct a Community Survey	Investment Unit	50,000	50,000	50,000	50,000	50,000
	Update the CoW Community Perception Database	Investment Unit	Internal	Internal	Internal	Internal	Internal
	Conduct a Local Manufacturing Survey	Investment Unit	50,000	50,000	50,000	50,000	50,000
	Update the CoW Manufacturers Database	Investment Unit	Internal	Internal	Internal	Internal	Internal
	Conduct a Local Tourism Survey	Investment Unit	50,000	50,000	50,000	50,000	50,000
	Update the CoW Tourism Database	Investment Unit	Internal	Internal	Internal	Internal	Internal
	Conduct a Local Formal Trade Survey	Investment Unit	50,000	50,000	50,000	50,000	50,000
	CoW Retail Business Database	Investment Unit	Internal	Internal	Internal	Internal	Internal
	Conduct a Local Informal Trade Survey	Investment Unit	50,000	50,000	50,000	50,000	50,000

Programme	Project	Responsible Party	Budget				
			Year 1	Year 2	Year 3	Year 4	Year 5
Create a land availability database	Update the CoW Informal Traders Database	Investment Unit	Internal	Internal	Internal	Internal	Internal
	Develop and update a local business database	Investment Unit	50,000	50,000	50,000	50,000	50,000
	Conduct research that investment indexes require.	Investment Unit	150,000	150,000	150,000	150,000	150,000
	Identify CoW-owned land available for development	Dept. of Housing, Property Management & Human Settlements	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Review land parcels against integrated planning	Investment Unit and Dept. of Housing, Property Management & Human Settlements	Internal Process		Internal Process		Internal Process
Identify high development potential land and create investment-ready land parcels	Conduct Infrastructure and Bulk Services Assessments on top investment property available.	Dept. of Infrastructure, Water & Technical Services and Dept. of Electricity	250,000		250,000		250,000
	Identify high development potential land	Dept. of Housing, Property Management & Human Settlements	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Prioritise the implementation of bulk infrastructure, physical structure and facilities on prioritised land	Dept. of Infrastructure, Water & Technical Services	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
Collect data from third party sources	Set up a process to collect investor-orientated data.	Investment Unit and Dept. of Information & Communication Technology	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
Create an Index Improvement Plan	Develop and Implement an Index Improvement Plan	Investment Unit	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Encourage investment indexes to include Namibia and Windhoek in their indexes by providing them with relevant data.	Investment Unit	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
Develop sectoral plans for each of the identified focus sectors	Agriculture and agro-processing sectoral plan	Investment Unit	150,000				
	Tourism sectoral plan	Investment Unit		150,000			
	Informal sectoral plan	Investment Unit	150,000				
	MSME sectoral plan	Investment Unit	150,000				
	Transport and logistics sectoral plan	Investment Unit			150,000		
	Social development services sectoral plan	Investment Unit				150,000	
	Education and the knowledge economy sectoral plan	Investment Unit					150,000
Create a potential investment project pipeline	Develop an investment projects prioritisation model	Investment Unit	50,000				
	Annually conduct 30 new high-level feasibility studies	Investment Unit		600,000	600,000	600,000	600,000
	Annually conduct 6 new feasibility studies	Investment Unit		600,000	600,000	600,000	600,000

Programme	Project	Responsible Party	Budget				
			Year 1 Internal Process	Year 2 Internal Process	Year 3 Internal Process	Year 4 Internal Process	Year 5 Internal Process
Collect, Report and Publish investment-orientated data, findings and reports	Timeously and on a regular basis, CoW must digitally publish (on its websites) the following: <ul style="list-style-type: none">CoW and Khomas Regional data<ul style="list-style-type: none">Economic and sectoral data and reportsDemographic data and reportsLabour data and reportsSpatial data and reportsInfrastructure data and reportsGovernance data and reportsSectoral Reports<ul style="list-style-type: none">Agriculture and agro-processing sectoral planTourism sectoral planMSME sectoral planTransport and logistics sectoral planSocial development services sectoral planEducation and the knowledge economy sectoral planSurvey data and reports<ul style="list-style-type: none">Property survey data and reportLocal talent development data and reportCommunity survey data and reportManufacturing data and reportTourism data and reportFormal trade data and reportInformal trade data and reportLocal business data and reportPotential Investment Opportunities<ul style="list-style-type: none">High-level feasibility studiesFeasibility StudiesCoW, Khomas and Namibian investment and local economic development-orientated policies and strategies	Dept. of Information & Communication Technology					
Improve stakeholder engagements	Create investor stakeholder map	Investment Unit	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Establish a Local Economic Development and Investment Partnership	Investment Unit	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process

Windhoek Investment Incentives and Promotion Strategy 2022 – 2027

Programme	Project	Responsible Party	Budget				
			Year 1	Year 2	Year 3	Year 4	Year 5
Identify Potential Investors	Create Several Access points to the Investment Unit	Investment Unit	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Create an enquiry management system on the investment website	Dept. of Information & Communication Technology	50,000				
	Identify existing investors	Investment Unit	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Capture the business and personal data off stakeholders	Investment Unit	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
Create investment attraction tools	Develop a CoW brand strategy	Office of the CEO and Dept. of Information & Communication Technology	500,000				
	Develop a CoW organisation communication plan	Dept. of Information & Communication Technology	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
Develop an investment management tools and systems	Develop a Customer Relationship Management System	Investment Unit and Dept. of Information & Communication Technology	750,000				
	Develop a system that match investor needs with Windhoek resources	Investment Unit and Dept. of Information & Communication Technology		250,000			
	Develop a digital land registry	Investment Unit and Dept. of Information & Communication Technology		250,000			
Develop internal platforms to manage investment-orientated processes	Create a CoW Working Group	Office of the CEO	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Establish and operate an Operations Centre	Office of the CEO and Dept. of Information & Communication Technology			1,000,000	250,000	250,000
	Establish and operate a Project Management Centre	Office of the CEO and Dept. of Information & Communication Technology					1,000,000
Facilitate better integrated planning systems throughout CoW	Facilitate integrated planning	Office of the CEO	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Facilitate the updating of high-level strategic plans	Office of the CEO	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process

Programme	Project	Responsible Party	Budget				
			Year 1	Year 2	Year 3	Year 4	Year 5
	Conduct review on the top ten investment-orientated processes	Investment Unit and Dept. of Human Capital & Corporate Services and Dept. of Information & Communication Technology	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Develop, implement and maintain an e-government strategy	Office of the CEO and Dept. of Information & Communication Technology		1,500,000	500,000	500,000	500,000
Facilitate investment incentive support Develop Digital Marketing Strategy Develop and maintain investment-orientated websites	Develop an incentive support programme for local incentives	Investment Unit	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Develop a digital marketing strategy	Investment Unit and Dept. of Information & Communication Technology	500,000				
	CoW Investment Website	Investment Unit and Dept. of Information & Communication Technology	250,000	50,000	50,000	50,000	50,000
	Agriculture and Agro-processing Investment Website	Investment Unit and Dept. of Information & Communication Technology	250,000	50,000	50,000	50,000	50,000
	Tourism Investment Website	Investment Unit and Dept. of Information & Communication Technology	250,000	50,000	50,000	50,000	50,000
	MSME Investment Website	Investment Unit and Dept. of Information & Communication Technology	250,000	50,000	50,000	50,000	50,000
	Transport and Logistics Investment Website	Investment Unit and Dept. of Information & Communication Technology	250,000	50,000	50,000	50,000	50,000
	Social Development Investment Website	Investment Unit and Dept. of Information & Communication Technology	250,000	50,000	50,000	50,000	50,000
	Knowledge Economy Investment Website	Investment Unit and Dept. of Information & Communication Technology	250,000	50,000	50,000	50,000	50,000

Programme	Project	Responsible Party	Budget				
			Year 1	Year 2	Year 3	Year 4	Year 5
Create Social Media Campaigns	Create a YouTube channel	Communication Technology Investment Unit and Dept. of Information & Communication Technology	Free	Free	Free	Free	Free
	Create Video Load all video on the YouTube channel	Investment Unit Investment Unit	500,000 Internal Process	200,000 Internal Process	200,000 Internal Process	200,000 Internal Process	200,000 Internal Process
	Create an Investment Twitter Account	Investment Unit and Dept. of Information & Communication Technology	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Create and post daily Tweets	Investment Unit	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Monitor all social media platforms three times per day	Investment Unit	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
Conduct Bulk Mailer Campaigns	Send monthly personalised bulk mailer to different mailer lists	Investment Unit	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
Conduct Adwords Campaigns	Review read, soft and hard bounce and subscriber numbers monthly	Investment Unit	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Set up investment Adwords campaign for each priority sector	Investment Unit	48,000	48,000	48,000	48,000	48,000
Stakeholder Engagement	Review Adwords Campaign Statistics monthly	Investment Unit	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Create stakeholder map	Investment Unit	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Create stakeholder and investor Customer Relationship Management (CRM) System. Note! If a modular approach is taken with the website, then this functionality could potentially be developed in conjunction with the investment website	Investment Unit and Dept. of Information & Communication Technology	50,000				
	Profile and Prioritise stakeholders into stakeholder groups	Investment Unit	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Conduct 200 personal (one-on-one) meetings with existing investors, news reporters and other stakeholders	Investment Unit	Stipends	Stipends	Stipends	Stipends	Stipends
	Participate in WED and Investment Forum (four times per year)	Investment Unit	Stipends	Stipends	Stipends	Stipends	Stipends
	Continuously update CRM system	Investment Unit	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process

Programme	Project	Responsible Party	Budget				
			Year 1	Year 2	Year 3	Year 4	Year 5
Personal Selling	Create an ideal customer profile	Investment Unit	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Create a sales funnel and load each prospect to the CRM system	Investment Unit	Internal Process	Internal Process	Internal Process	Internal Process	Internal Process
	Conduct 50 personal (one-on-one) meetings with prospective investors	Investment Unit	Stipends	Stipends	Stipends	Stipends	Stipends
Create and Print Brochures	Design and print a generic investment brochure, as well as a one-page brochure for each of the prioritised sectors	Investment Unit	100,000	20,000	20,000	20,000	20,000
Stipends (Travel, Cell and phone Accommodation)			75,000	75,000	75,000	75,000	75,000

7.3 Monitoring and Evaluation

7.3.1. Introduction

Monitoring and Evaluation is a core function of management. The purpose of monitoring and evaluation (M&E) is to ensure that long-term goals of the council are achieved. To perform effective M&E, CoW needs to develop a system for monitoring and evaluation that is used throughout the organisation, i.e. an M&E framework should be developed at corporate level and each department must input and evaluate their activities using the official M&E framework.

The monitoring and evaluation (M&E) processes should further be structured to contribute to improved services delivery and to improve overall efficiency and effectiveness in performing its functions. Overall, two main questions should be asked during the M&E process, namely:

- Are we doing the right thing?
- Are we doing things right?

7.3.2. Monitoring & Evaluation Objectives

The objectives of M&E in context of the IIPS are to:

- Improve the performance of CoW and the Investment Unit as it relates to investment promotion in Windhoek.
- Identify, at promotion tool and activity level, the inputs or resources required to execute projects.

Identify activities to be performed to execute the investment promotion plan.

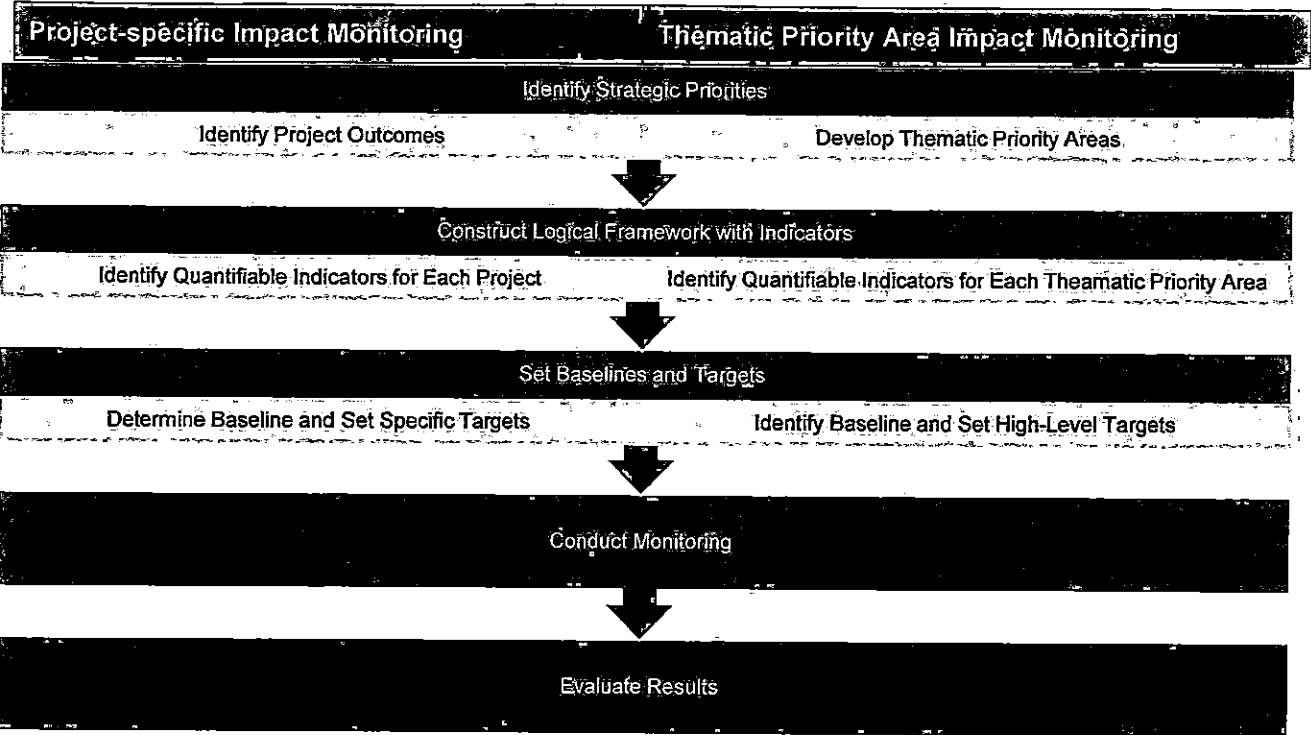
- Evaluate project outcomes against activity performance.
- Evaluate overall impact against investment promotion objectives.

7.3.3. Proposed M&E Framework

The M&E system must provide systematic feedback to project owners and decision-makers about the outcome and consequences of local government action. Figure 13 illustrates that there are two main types of M&E, namely **implementation monitoring**, which focuses on the management of programmes and projects and its outputs and outcomes, as well as **impact monitoring** which focuses on high-level outcomes to thematic areas. These thematic areas can be pillar- or sectoral-based or theme-based, such as 'economic development'. These two types of M&E can incorporate several M&E activities, including, but not limited to:

- Results monitoring – tracks effects and impacts
- Process (activity) monitoring – tracks the use of inputs and resources, progress of activities and the delivery of outputs
- Compliance monitoring – track deliverables of projects
- Financial monitoring – accounts for costs by input and activity
- Organisational monitoring – tracks the achievement of organisational goals and outcomes

FIGURE 13: IMPACT MONITORING FRAMEWORK



7.3.3.1. Project-specific Impact Monitoring

Each project has a unique workplan, human resources and budget against which project progress can be tracked (i.e. project inputs and activities). This includes measuring the completion of project steps or deliverables against the predefined deadlines in the workplan and ensuring that the project remains within its proposed budget. Implementation monitoring focuses on two main measures, namely:

- Measuring project outputs, i.e. have the project deliverables been completed?
- Measuring project outcomes, i.e. have the project goals or objectives been achieved?

7.3.3.1.1. PROJECT SCORECARD

For each project, a project scorecard needs to be developed to track the project's implementation. Each project scorecard will focus on providing an overview of the project output and outcomes. Table 17 illustrates a basic project scorecard that should be updated on a weekly or monthly basis. Section 10.2 on page 144 provides an example of how to complete a project scorecard. Project-specific outcomes are easy to attain and report on since each project's project scorecard will contain the main outcomes. Before the study commences, each project needs to be benchmarked against available data, which may include:

- What inputs are required for the project? E.g. resources and personnel
- What are the main activities of the project? E.g. Meeting or promotion activity
- What are the project outputs or deliverable? E.g. Strategy document
- What is the desired outcome of the project? E.g. Main goal or objective
- What impact should the project have? E.g. Increase in website traffic (e.g. unique visitors)

TABLE 17: PROJECT SCORECARD

Project Name: Project Location: Project Driver: Project Funder: Project Budget: Project Man-Hours: Project Kick-Off Date: Project Deadline:						
Key Project Objectives (according to the terms of reference)						
Project Objective	Baseline Measure (before study)		Performance Measure (targets)		Target Achieved	
Project Objective 1					Yes / No	
Project Objective 2					Yes / No	
Project Objective 3					Yes / No	
ProjectPhase	Deliverable	Deadline	Actual Completion Date	Phase Budget	Actual Cost	Man-hours spent on phase
Phase 1	Deliverable 1					
	Deliverable 2					
Phase 2	Deliverable 3					
Phase n	Deliverable n					

7.3.3.1.2. PROJECT MANAGEMENT REPORT

The project management report will summarise the active and future projects and should be updated on a monthly basis. This will provide Council and top management with a quick overview of all projects and will assist with the identification of potential problem areas such as projects running behind schedule, projects going over their allocated budget or projects not achieving their targets. The project management report is illustrated in Table 18. Section 10.3 on page 144 provides an example of how to complete a project management report.

TABLE 18: PROJECT MANAGEMENT REPORT

Project Name	Project Location	Project Driver	Project Phase	Project on Schedule	Project within Budget	Project within Man-hours allocation	Project Achieved Targets
Project 1				Yes / No	Yes / No	Yes / No	Yes / No
Project 2							
Project 3							
Project n							

7.3.3.2. Thematic Priority Area

M&E at the Thematic Priority Areas are predominantly conducted at an issue, sectoral or programme level as identified in municipal strategies. Table 19 illustrates the thematic priority area assessment tool that can be used to monitor progress.

To perform effective M&E at Thematic Priority Level, CoW needs to select appropriate parameters against the thematic priority areas. Data for each parameter can be obtained from several sources, including but not limited to National Statistics Agency (NSA), community, business or industry-specific surveys, or programme and project inputs, activities, deliverables, outcomes and impact. Where data is not available, anecdotal data must be collected by means of stakeholder engagements or interviews with key stakeholders.

Due to the lack of regular data releases, it is proposed that Thematic Priority Areas only be assessed on an annual basis. Table 27 in section 10.4 on page 145 provides an example of how the thematic priority area assessment tool could be used.

TABLE 19: THEMATICAL PRIORITY AREA ASSESSMENT TOOL

Key Performance Area: Agriculture and Agro-Processing							
Pillar Objective:							
Standard Criteria	Indicator	Source	Benchmark	Failed to Achieve Standard	Target or Standard Range	Exceeded Standard	Comment

7.3.4. Evaluation

By periodically analysing the data, CoW will be able to determine the overall success of its interventions, as well as create a better understanding of resource and capacity utilisation. When scrutinising the outputs and outcomes of the pillars, programmes and projects, the following questions should be posed:

- Were the necessary resources and capacity allocated to the programme and project?
- Were the required project resources and capacity correctly estimated?
- Did the programme and project have the desired outcome and impact?
- Did the sum of all programmes and projects achieve the main pillar goals?

7.3.5. Reporting

Monthly and annual reporting needs to be implemented. Due to the frequency of availability of data, monthly reports should focus on projects updates, while annual reports focusing on strategic interventions “pillars” and programmes.

8. Risks and Mitigation

The strategy may assume a very safe and controlled environment, but there are numerous internal and external factors that can put streamlined implementation in jeopardy of which the CoW must be aware of and for which mitigation measures should be put in place.

The risks can be grouped in three categories: National, CoW Institutional and on Project Level and is dealt with below.

8.1. National Level

The “financial status” of Namibia will be noted by any external investor as a first “risk”: As CoW is a third tier government, any external and international financier may require central Government to give the necessary guarantees for any financial assistance: If the country's own financial status is questionable, the risk will be perceived as high and developers might demand conditions to mitigate their risks.

CoW's ability to really attract international investors can be influenced by Namibia's financial grading status. The only mitigation option for CoW is to become financially self-sustainable and free them from dependency on aid from central Government.

8.2. CoW Institutional Level

This proposed IIP Strategy has identified various programmes and projects on a high level. The programmes can be summarised as consisting of:

- Institutional changes, (Setup a dedicated investment management function in CoW (Investment Unit));
- Collection of investment related/supported data, promotion, and identification of possible investors, and then;
- The creation and facilitation of enabling projects (serviced land for example), and then;
- Implementation.

The one follows the other with ownership, responsibility and accountability. If the Investment Unit is not implemented with the necessary mandate and authority the rest of the programmes, it is at risk not to receive focused attention.

What is required from the Investment Unit is then to unpack these Programmes in a coordinate and prioritised manner with the outcome being detailed bankable investment projects. Within this process the viability of each project needs to be quantified: i.e. what the incentive will “cost” and what would the “benefits” over time be for the CoW. These costs and benefits would be the key M&E criteria to be controlled.

The key to success of the IIP Strategy is to fully mandate the Investment Unit to take control and full responsibility of the IIP Strategy: Their projects should be budgeted under an appropriate “Investment Unit” vote under their control. They should not be made subject to priorities of any other Departments' priorities.

Having said this, the key risk remains the CoW own financial stability and independency from Central Government.

Own financial stability implies ability to create investors' confidence that CoW is indeed in a position to honour any incentive and to own (infrastructure) investments according to masterplans

It is understood that CoW has changed their format of their budget to be more in line with modern methods and formats. That is perhaps an attempt, but despite the format, the contents of the budget

remain the key and will have to create confidence. The absence of a "printed" and "approved" budget will not enhance any investors' confidence

8.3. Project Level

For all IIP Strategy projects there are two sides when it comes to risks; the developers' risk and the CoW's risks. The aim should be to have a "win-win" outcome.

Investors are profit orientated. Profit is the balance between benefits and costs. In any project, "time" is a significant cost component, i.e. pre and bridging financing. Therefore, the importance of streamlining procedures to ensure timeous response.

On the other side, the CoW cannot enrich investors to the detriment of tax payers/residents, and the advantage (benefits) from any incentive (cost) must at the end of the day be positive.

On project level, each project's cost and benefits can be estimated and the viability with sensitivity can be evaluated: once the project is approved the M&E process kicks in to ensure successful implementation.

A further risk is that CoW wants to compete with the private sector instead of creating an enabling environment: as example: If an objective is city wide Wi-Fi, (Smart City criteria): CoW should just enable private sector to implement and operate while CoW set quality and compliance criteria. Such an approach will have limited if no expenses for CoW but the objective can be achieved.

9. Bibliography

- (n.d.). Retrieved from NAMHOST: <https://www.namhost.com/>
- (n.d.). Retrieved from MARCARIA: <https://www.marcaria.com/ws/en/home>
- (n.d.). Retrieved from GoDaddy: <https://uk.godaddy.com/>
- Angula, L. (2018). *Unlisted investment as a driver for Namibia's future economic growth: RISCURA*. Retrieved from RISCURA: <https://www.riscura.com/media-articles/unlisted-investment-as-a-driver-for-namibias-economic-growth/>
- Bank of Namibia. (2019, January). *Exchange Rates and Indices*. Retrieved from Bank of Namibia: <https://www.bon.com.na/Economic-information/Statistical-information/Exchange-Rates-and-Indices.aspx>
- Brandt, E. (2020, March 13). *Posts*. Retrieved from New Era Live: <https://neweralive.na/posts/transitional-measures-to-cater-for-epz-beneficiaries-as-a-special-economic-zone-regime-is-being-finalised>
- Burmeister & Partners (Pty) Ltd. (February 2013). *Bulk Services Investigation - Water, Sewerage and Treatment Capacity - Construction of Services in the Informal Settlements of Otjomuise, Ongulumbashe, Okahandja Park and Havana, Windhoek*. Windhoek.
- City of Windhoek Bulk Water: Husselman, S; Theron, J J; Adams, R. (n.d.).
- countryeconomy.com. (2018). *Rating: Namibia Credit Rating*. Retrieved from countryeconomy.com: <https://countryeconomy.com/ratings/namibia>
- Deutsche Gesellschaft für Internationale Zusammenarbeit -giz. (2013). *Sustainable Urban Transport Master Plan*. Windhoek.
- EMNP. (2010). *ENVIRONMENTAL MANAGEMENT PLAN FOR LEPELLE-NKUMPI LOCAL MUNICIPALITY*.
- International Budget Partnership. (2019). <https://www.internationalbudget.org/open-budget-survey/results-by-country/country-info/?country=na>. Retrieved from Internationalbudget.org: <https://www.internationalbudget.org/open-budget-survey/country-results/2019/namibia>
- Matthys, D. (2018, July 10). *Foreign Direct Investment off to a positive start – central bank*. Retrieved from Economist: Namibia: <https://economist.com.na/36657/markets/foreign-direct-investment-off-to-a-positive-start-central-bank/>
- MERCER. (2018). *Mercer Quality of Living Ranking 2018 : Africa's top 20 best cities*. Retrieved from <https://www.linkedin.com/pulse/mercer-quality-living-ranking-2018-africas-top-20-best-debbag/>
- MERCER. (2018, June 26). *MERCER'S ANNUAL COST OF LIVING SURVEY FINDS ASIAN, EUROPEAN, AND AFRICAN CITIES MOST EXPENSIVE LOCATIONS FOR EMPLOYEES*. Retrieved from MERCER: <https://www.mercer.com/newsroom/mercers-24th-annual-cost-of-living-survey-finds-asian-european-and-african-cities-most-expensive-locations-for-employees-working-abroad.html>
- Ministry of Industrialisation, Trade and SME Development. (2019, January). *Investment Opportunities*. Retrieved from Ministry of Industrialisation, Trade and SME Development: http://www.mti.gov.na/investment_opportunity.html

- Namibia Statistics Agency (NSA). (2018, December). *Central Data Catalogue*. Retrieved from Namibia Statistics Agency: <https://nsa.org.na/page/central-data-catalogue/>
- Namibia Statistics Agency. (2018, August). *Annual National Accounts 2017*. Retrieved from Namibia Statistics Agency: https://cms.my.na/assets/documents/Annual_National_Accounts_2017.pdf
- Namibia Statistics Agency. (2018, July 02). *Namibia Household Income and Expenditure Survey, 2015/16*. Retrieved from Namibia Statistics Agency: <https://nsa.org.na/microdata1/index.php/catalog/28/related-materials>
- Namibia Statistics Agency. (2019, January). *Economics*. Retrieved from Namibia Data Portal: <http://namibia.opendataforafrica.org/gallery/Economics>
- Namibia Statistics Agency. (2019, January). *Key Highlights of the Namibia Labour Force Survey 2016 Report*. Retrieved from Namibia Statistics Agency: https://cms.my.na/assets/documents/Key_Highlights_of_the_Namibia_Labour_Force_Survey_2016_Report2.pdf
- Namibia Statistics Agency. (2019, January). *World Bank Doing Business 2016 Measuring Regulatory Quality and Efficiency*. Retrieved from Namibia Data Portal : <http://namibia.opendataforafrica.org/kvcyhud/world-bank-doing-business-2016-measuring-regulatory-quality-and-efficiency>
- National Planning Commission. (n.d.). *Vision 2030*. Retrieved from National Planning Commission Web Site: <https://www.npc.gov.na/vision-2030/>
- Nordea. (2019, February). *Country Profile Namibia*. Retrieved from Nordea: <https://www.nordeatrade.com/en/explore-new-market/namibia/investment>
- Notre Dame Global Adaption Initiative. (2019). *Country Index*. Retrieved from ND-GAIN: <https://gain.nd.edu/our-work/country-index/>
- NSA. (2018, December). *Khomas 2011 Census Regional Profile*. Retrieved from Namibia Statistics Agency: <https://cms.my.na/assets/documents/p19dptss1ri5r1f2kt6i5931i31g.pdf>
- Republic of Namibia. (1992, August 31). *Local Authorities at 23 of 1992*. Retrieved from Parliament of The Republic of Namibia: https://laws.parliament.na/cms_documents/local-authorities-e1807b69bc.pdf
- Republic of Namibia. (1992, July 7). *Namibia Foreign Investment Act 27 of 1990*. Retrieved from Parliament of The Republic of Namibia: https://laws.parliament.na/cms_documents/foreign-investments-e1dd341895.pdf
- Republic of Namibia. (1995, October 10). *Export Processing Zones Act 9 of 1995*. Retrieved from Parliament of The Republic of Namibia: https://laws.parliament.na/cms_documents/export-processing-zones-b00056227f.pdf
- Republic of Namibia. (2001, March 5). *Decentralisation Enabling Act 33 of 2000*. Retrieved from Parliament of The Republic of Namibia: <https://laws.parliament.na/search/?advanced=0&searchTerm=decentralisation%20enabling%20act&search=Submit&searchSection=0&searchDocType=0&searchYear=0>
- Republic of Namibia. (2001, March 5). *Trust Fund for Regional Development and Equity Provisions Act 22 of 2000*. Retrieved from Parliament of The Republic of Namibia: https://laws.parliament.na/cms_documents/trust-fund-for-regional-development-and-equity-provisions-1ee44d51fc.pdf

- Republic of Namibia. (2007, December 21). *Environmental Management Act 7 of 2007*. Retrieved from Parliament of The Republic of Namibia: https://laws.parliament.na/cms_documents/environmental-management-act-98a722d979.pdf
- Republic of Namibia. (2007). *Policy on Tourism and Wildlife Concession on State Land 2007*. Retrieved from Ministry of Environment and Tourism: <http://www.met.gov.na/files/files/Policy%20on%20Tourism%20and%20Wildlife%20Concessions%20On%20State%20Land%202007.pdf>
- Republic of Namibia. (2008, December 4). *National Policy on Tourism for Namibia*. Retrieved from The Ministry of Environment and Tourism: <http://www.met.gov.na/files/files/National%20Policy%20on%20Tourism%20for%20Namibia.pdf>
- Republic of Namibia. (2011, October). *National Policy on Climate Change for Namibia - 2011*. Retrieved from Ministry of Environment and Tourism: [http://www.met.gov.na/files/files/National%20Policy%20on%20Climate%20Change%20for%20Namibia%202011\(1\).pdf](http://www.met.gov.na/files/files/National%20Policy%20on%20Climate%20Change%20for%20Namibia%202011(1).pdf)
- Republic of Namibia. (2013, March). *National Policy on Community Based Natural Resource Management*. Retrieved from Ministry of Environment and Tourism: http://www.met.gov.na/files/files/CBNRM_20Policy%20Approved.pdf
- Republic of Namibia. (2014). *Namibia's Second National Biodiversity Strategy and Action Plan 2013 - 2022*. Retrieved from Ministry of Environment and Tourism: [http://www.met.gov.na/files/files/Namibia's%20Second%20National%20Biodiversity%20Strategy%20and%20Action%20Plan%20\(NBSAP%202\)%20%202013%20-%202022.pdf](http://www.met.gov.na/files/files/Namibia's%20Second%20National%20Biodiversity%20Strategy%20and%20Action%20Plan%20(NBSAP%202)%20%202013%20-%202022.pdf)
- Republic of Namibia. (2016, November). *National Policy on Micro, Small and Medium Enterprises in Namibia 2016 - 2021*. Namibia.
- Republic of Namibia. (2016, September). *National Tourism Investment Profile & Promotion Strategy 2016 - 2026*. Retrieved from Ministry of Environment and Tourism: http://www.met.gov.na/files/files/Tourism_Investment_Strategy_NTIPPS.pdf
- Republic of Namibia. (2018). Retrieved from Ministry of Industrialisation, Trade and SME Development: <http://www.mti.gov.na/invest>
- Republic of Namibia. (n.d.). *Growth at Home Namibia's Execution Strategy for Industrialisation*. Retrieved from Ministry of Trade and Industry: <http://www.mti.gov.na/downloads/GrowthinNamibia.pdf>
- Republic of Namibia. (n.d.). *The Constitution of The Republic of Namibia*. Retrieved from http://www.gov.na/documents/10181/14134/Namibia_Constitution.pdf/37b70b76-c15c-45d4-9095-b25d8b8aa0fb
- Sasman, C. (2013, March 7). *Namibia 6th "most miserable" country*. Retrieved from The Namibian: <https://www.namibian.com.na/index.php?id=105945&page=archive-read>
- Scheepers, Z. (2017, July 10). *Namibia Water Security Experience*. Retrieved from <https://view.officeapps.live.com/op/view.aspx?src=http%3A%2F%2Fpubdocs.worldbank.org%2Fen%2F215961517527738597%2F2017-Water-Situation-City-of-Windhoek.pptx>
- The Namibia Economist. (2018). Retrieved from Namibia Economist: <http://economist.com.na/>

- Trade Map. (2019, February). *List of supplying markets for a product imported by Namibia in 2017*. Retrieved from Trade Map - trade statistics for international business development: https://www.trademap.org/Country_SelProductCountry_Map.aspx?nvpm=1%7c516%7c%7c%7c%7cTOTAL%7c%7c%7c2%7c1%7c1%7c1%7c1%7c%7c2%7c1%7c1
- UN Comtrade. (2019, January). *UN Comtrade Database*. Retrieved from UN Comtrade: <https://comtrade.un.org/>
- UNCTAD. (2019, January). *Investment Trends Monitor*. Retrieved from United Nations Conference on Trade and Development: https://unctad.org/en/PublicationsLibrary/diaeiainf2019d1_en.pdf
- UNCTAD. (2019, February). *World Investment Report 2018*. Retrieved from United Nations Conference on Trade and Development: https://unctad.org/en/PublicationsLibrary/wir2018_en.pdf
- Windhoek, C. o. (2019). *City of Windhoek Tourism Strategy*. Windhoek.
- WITS. (2019, February). *Namibia Trade at a Glance : Most Recent Values*. Retrieved from World Integrated Trade Solutions: <https://wits.worldbank.org/CountrySnapshot/en/NAM/textview>
- World Bank. (2019, February). *World Bank Open Data*. Retrieved from The World Bank: <https://data.worldbank.org/>
- World Economic Forum. (2016). *Global Information Technology Report*. Retrieved from World Economic Forum: <http://reports.weforum.org/global-information-technology-report-2016/economies#economy=NAM>

10. Addendums

10.1. Keywords

10.1.1. Investment and Sectoral Keywords

Table 20 shows several generic investment and sectoral keywords. The table illustrates each keyword's search range per month, the level of Adword competition and the expected price range per click.

TABLE 20: GENERIC INVESTMENT AND SECTORAL KEYWORDS

Keyword	Min search volume	Max search volume	Competition	Top of page bid (low range)	Top of page bid (high range)
investing	1,000,000	10,000,000	Low	10.71	103.01
real estate	1,000,000	10,000,000	Low	0.64	20.09
business ideas	100,000	1,000,000	Medium	0.78	15.48
commercial real estate	100,000	1,000,000	Medium	5.8	45.47
fund	100,000	1,000,000	Low	3.49	86.9
how to start a business	100,000	1,000,000	Medium	8.29	87.5
investment banking	100,000	1,000,000	Low	12.36	186.75
investment calculator	100,000	1,000,000	Low	11.29	90.18
manufacturing	100,000	1,000,000	Low	1.19	33
mutual funds	100,000	1,000,000	Medium	8.86	49.25
online business	100,000	1,000,000	Medium	2.85	51.93
property	100,000	1,000,000	Low	1.23	11.54
property for sale	100,000	1,000,000	Low	0.92	19.4
small business ideas	100,000	1,000,000	Medium	0.93	43.6
trade	100,000	1,000,000	Low	5.48	88.84
transport	100,000	1,000,000	Low	2.85	25.03
accredited investor	10,000	100,000	Low	25.89	120.09
alternative investments	10,000	100,000	Medium	58.33	333.67
best business to start	10,000	100,000	Medium	8.04	43.75
best investment plan	10,000	100,000	High	5.72	23.09
best investments	10,000	100,000	Medium	27.78	140.92
best way to invest money	10,000	100,000	Medium	15.03	107.14
business opportunities	10,000	100,000	Medium	3.22	33.33
buy property	10,000	100,000	Medium	2.13	85.56
capital investment	10,000	100,000	Low	15.18	104.16
construction industry	10,000	100,000	Low	28.42	123.21
emerging markets	10,000	100,000	Low	50.46	148.81
equities	10,000	100,000	Low	34.21	207.68
equity investment	10,000	100,000	Low	13.18	148.81
fdi	10,000	100,000	Low	2.65	37.03
foreign direct investment	10,000	100,000	Low	13.61	148.51
freight forwarder	10,000	100,000	Medium	13.84	108.93
global trade	10,000	100,000	Low	6.6	77.18
how to invest	10,000	100,000	Medium	27.1	93.9
how to invest in real estate	10,000	100,000	Medium	44.64	155.5
how to start a small business	10,000	100,000	Medium	1.65	58.64
how to start an online business	10,000	100,000	Medium	9.99	219.19
how to start investing	10,000	100,000	Medium	35.86	154.16
how to start your own business	10,000	100,000	Medium	5.09	85.27
industrial sector	10,000	100,000	Low	1.3	106.99
institutional investor	10,000	100,000	Low	59.52	148.81
international trade	10,000	100,000	Low	5.02	78.42
investment advisor	10,000	100,000	Medium	81.97	296.27
investment definition	10,000	100,000	Low	45.24	119.64
investment management	10,000	100,000	Low	43.75	386.89
investment opportunities	10,000	100,000	High	11.95	117.52
investment plan	10,000	100,000	Medium	6.99	45.72
investment property	10,000	100,000	Medium	40.2	160.5
investment strategies	10,000	100,000	Low	58.93	297.61
investor	10,000	100,000	Low	9.35	89.58

Keyword	Min search volume	Max search volume	Competition	Top of page bid (low range)	Top of page bid (high range)
manufacture	10,000	100,000	Low	1.09	29.69
manufacturing companies	10,000	100,000	Low	5.36	52.08
manufacturing industries	10,000	100,000	Low	26.64	232.73
online business ideas	10,000	100,000	High	3.78	58.93
online investment	10,000	100,000	High	11.4	193.52
portfolio investment	10,000	100,000	Low	48.36	363.23
property development	10,000	100,000	Low	19.45	89.31
real estate investing	10,000	100,000	Medium	56.99	192.26
real estate investment trust	10,000	100,000	Medium	31.84	139.73
return on investment	10,000	100,000	Low	1.04	111.04
smart investment	10,000	100,000	Low	7.96	119.64
start-up business	10,000	100,000	Medium	3.72	52.23
start-up business ideas	10,000	100,000	Low	3	53.42
starting a business	10,000	100,000	Medium	20.19	120.98
starting an online business	10,000	100,000	High	28.57	203.42
starting your own business	10,000	100,000	Medium	14.2	110.41
sustainable tourism	10,000	100,000	Low	5.18	77.08
tour companies	10,000	100,000	Low	9.52	52.08
tourism industry	10,000	100,000	Low	2.57	26.43
trade market	10,000	100,000	Medium	10.71	119.67
types of investment	10,000	100,000	Low	5.97	119.64
value chain analysis	10,000	100,000	Low	103.91	590.46

10.1.2. Windhoek and Namibia Keywords

Table 21 shows several location-based keywords, including Windhoek and Namibia. The table illustrates each keyword's search range per month, the level of Adword competition and the expected price range per click.

TABLE 21: LOCATION-BASED KEYWORDS

Keyword	Min search volume	Max search volume	Competition	Top of page bid (low range)	Top of page bid (high range)
Amsterdam	1,000,000	10,000,000	Low	2.51	14.2
Barcelona	1,000,000	10,000,000	Low	2.16	12.63
Dubai	1,000,000	10,000,000	Low	2.68	29.46
London	1,000,000	10,000,000	Low	1.94	12.05
Madrid	1,000,000	10,000,000	Low	2.48	22.89
Miami	1,000,000	10,000,000	Low	2.33	15.99
Cape Town	100,000	1,000,000	Low	2.18	23.86
Johannesburg	100,000	1,000,000	Low	1.8	38.65
Nairobi	100,000	1,000,000	Low	1.19	31.14
Tunis	100,000	1,000,000	Low	1	11.46
Gaborone	10,000	100,000	Low	1.83	18.88
Harare	10,000	100,000	Low	0.67	7.88
Lilongwe	10,000	100,000	Low	1.84	11.75
Lusaka	10,000	100,000	Low	2.08	13.72
Maputo	10,000	100,000	Low	1.84	6.85
Maseru	10,000	100,000	Low	2.12	5.69
Namibia	10,000	100,000	Low	11.46	36.9
Swakopmund	10,000	100,000	Low	3.85	26.55
Walvis Bay	10,000	100,000	Low	3.68	25.03
Windhoek	10,000	100,000	Low	3.85	31.62

Table 22 shows several agriculture and agro-processing keywords. The table illustrates each keyword's search range per month, the level of Adword competition and the expected price range per click.

TABLE 22: AGRICULTURE AND AGRO-PROCESSING KEYWORDS

Keyword	Min search volume	Max search volume	Competition	Top of page bid (low range)	Top of page bid (high range)
healthy food	100,000	1,000,000	Low	2.83	29.76
what is processed food	10,000	100,000	Low	0.78	29.76
processed meat	10,000	100,000	Low	1.22	26.49
processed foods	10,000	100,000	High	2.83	29.76
ministry of agriculture	10,000	100,000	Low	1.39	56.1
meat processing	10,000	100,000	Low	4.19	26.49
manufacturing companies	10,000	100,000	Low	5.36	52.08
importance of agriculture	10,000	100,000	Low	16.17	29.76
German food	10,000	100,000	Low	7.44	19.82
frozen vegetables	10,000	100,000	High	9.95	40.92
food technology	10,000	100,000	Low	1.49	38.99
food supplement	10,000	100,000	High	1.23	21.73
food safety certificate	10,000	100,000	Medium	11.16	46.09
food safety	10,000	100,000	Low	4.76	38.66
food production	10,000	100,000	Low	0.9	29.76
food preservation	10,000	100,000	Low	1.13	20.68
food packaging	10,000	100,000	High	3.93	33.78
food manufacturing	10,000	100,000	Low	7.76	48.39
food industry	10,000	100,000	Low	5.55	223.21
food company	10,000	100,000	Low	3.36	184.52
agricultural science	10,000	100,000	Low	0.58	32.6
agricultural revolution	10,000	100,000	Low	6.47	150.6
agricultural engineering	10,000	100,000	Low	1.79	6.46
agricultural economics	10,000	100,000	Low	1.93	28.87
what is processed meat	1,000	10,000	Low	0.89	12.5
what is food production	1,000	10,000	Low	0.45	12.68
vegetable production	1,000	10,000	Low	0.45	40.92
vegetable processor	1,000	10,000	High	1.84	11.74
vegetable packaging	1,000	10,000	Medium	2.42	29.04
veg oil	1,000	10,000	High	0.51	19.41
types of small-scale industries	1,000	10,000	Low	0.31	0.82
starting a food truck	1,000	10,000	High	7.89	37.2
starting a food business	1,000	10,000	Low	14.88	66.37
small-scale industries projects	1,000	10,000	Low	0.33	1.63
small-scale industries examples	1,000	10,000	Low	0.38	5.2
restaurant investors	1,000	10,000	Medium	22.32	253.12
refined foods	1,000	10,000	Low	0.74	58.18
processed food meaning	1,000	10,000	Low	3.1	29.76
processed food definition	1,000	10,000	Low	3.54	29.76
process technology	1,000	10,000	Low	22.02	74.85
process of agriculture	1,000	10,000	Low	0.97	29.76
process industry	1,000	10,000	Low	4.34	45.7
ministry of food processing industries	1,000	10,000	Low	2.7	4.29
ministry of food processing	1,000	10,000	Low	2.78	3.72

Keyword	Min search volume	Max search volume	Competition	Top of page bid (low range)	Top of page bid (high range)
methods of food processing	1,000	10,000	Low	3	29.76
meat processing plant	1,000	10,000	Low	1.79	14.6
manufacturing industry examples	1,000	10,000	Low	8.78	96.72
manufacturing business examples	1,000	10,000	Low	3.31	29.76
manufacturing business	1,000	10,000	Low	0.48	30.36
largest food company in the world	1,000	10,000	Low	7.23	230.65
largest food companies	1,000	10,000	Low	23.06	297.61
journal of food processing and preservation	1,000	10,000	Low	3.05	19.94
journal of food process engineering	1,000	10,000	Low	4.17	27.37
innovation in agriculture	1,000	10,000	Low	4.67	37.2
industrial agriculture definition	1,000	10,000	Low	23.81	38.54
how to start a food business	1,000	10,000	Low	5.59	62.2
healthy food companies	1,000	10,000	Low	13.8	49.4
haccp food safety	1,000	10,000	Low	7.58	43.12
greenhouse vegetables	1,000	10,000	High	2.83	14.03
freezing vegetables	1,000	10,000	Low	4.8	48.21
food safety training	1,000	10,000	Medium	6.94	45.19
food safety standards	1,000	10,000	Low	8.48	28.57
food safety regulations	1,000	10,000	Low	12.87	73.66
food safety program	1,000	10,000	Low	12.84	119.04
food safety manager	1,000	10,000	Low	14.58	59.52
food safety guidelines	1,000	10,000	Low	10.57	51.64
food processing technology	1,000	10,000	Low	2.79	25.17
food processing plant	1,000	10,000	Low	3.77	104.16
food processing machine	1,000	10,000	High	3.19	38.66
food processing industry	1,000	10,000	Medium	2.48	20.68
food processing equipment	1,000	10,000	High	4.69	71.43
food processing companies	1,000	10,000	Low	3.58	42.09
food processing and preservation	1,000	10,000	Low	2.86	26.19
food process engineering	1,000	10,000	Low	3.1	29.76
food packing machine	1,000	10,000	High	7.85	31.15
food packaging supplies	1,000	10,000	High	10.42	39.88
food packaging materials	1,000	10,000	High	0.53	13.54
food packaging companies	1,000	10,000	Medium	17.86	64.88
food marketing	1,000	10,000	Low	5.51	90.18
food manufacturing companies	1,000	10,000	Low	21.13	190.62
food industry news	1,000	10,000	Low	10.63	29.76
food business ideas	1,000	10,000	Low	1.1	23.51
food and beverage industry	1,000	10,000	Low	10.11	119.64
fermentation in food processing	1,000	10,000	Low	2.85	29.34
fast food industry	1,000	10,000	Low	18.2	30.37
dry fruits packing	1,000	10,000	High	0.48	4.51
commercial food processor	1,000	10,000	High	8.48	43.75
animal agriculture	1,000	10,000	Low	7.44	40.77
agro food	1,000	10,000	Low	3.49	10.09
agro farm	1,000	10,000	Low	1.18	18.93
agrobusiness	1,000	10,000	Low	3.54	140
agro tourism	1,000	10,000	Low	0.45	15.18
agro processing	1,000	10,000	Low	0.31	5.96
agro industries	1,000	10,000	Low	0.14	9.52
agro based industries	1,000	10,000	Low	0.45	32.59

Keyword	Min search volume	Max search volume	Competition	Top of page bid (low range)	Top of page bid (high range)
agriculture technology	1,000	10,000	Low	7.48	43
agriculture sector	1,000	10,000	Low	1.04	29.76
agriculture science	1,000	10,000	Low	0.83	152.48
agriculture project	1,000	10,000	Low	0.32	29.76
agriculture officer	1,000	10,000	Low	0.45	3.48
agriculture industry	1,000	10,000	Low	5.48	34.52
agriculture extension	1,000	10,000	Low	0.3	29.76
agriculture colleges	1,000	10,000	Low	0.43	38.69
agricultural research	1,000	10,000	Low	1.33	29.76
agricultural products	1,000	10,000	Low	0.31	5.35
agricultural practices	1,000	10,000	Low	0.74	46.87
agricultural marketing	1,000	10,000	Low	1.56	42.26
agricultural land	1,000	10,000	Low	0.98	5.02
agricultural extension	1,000	10,000	Low	0.3	29.76
agricultural cooperative	1,000	10,000	Low	3.84	44.64
agricultural biotechnology	1,000	10,000	Low	10.42	35.86

10.1.3. Tourism Keywords

Table 23 shows several tourism-orientated keywords. The table illustrates each keyword's search range per month, the level of Adword competition and the expected price range per click.

TABLE 23: TOURISM KEYWORDS

Keyword	Min search volume	Max search volume	Competition	Top of page bid (low range)	Top of page bid (high range)
Safari	1,000,000	10,000,000	Low	1.49	21.13
Tourist Attractions	100,000	1,000,000	Low	12.2	51.34
Tourist Information	100,000	1,000,000	Low	2.01	17.86
Namibia	100,000	1,000,000	Low	7.07	34.6
Tourist Places	10,000	100,000	Low	0.19	18.49
Places to Visit	10,000	100,000	Low	3.53	30.97
Tourism Industry	10,000	100,000	Low	2.57	26.43
Air Namibia	10,000	100,000	Low	1.93	16.98
Namibia Map	10,000	100,000	Low	0.26	8.98
Windhoek	10,000	100,000	Low	3.85	31.62
Weather Windhoek	10,000	100,000	Low		
Himba	10,000	100,000	Low	4.76	9.05
Accommodation in Windhoek	1,000	10,000	Medium	5.65	55.94
Namibia Safari	1,000	10,000	High	16.9	119.51
Hotels in Windhoek	1,000	10,000	Medium	6.99	35.42
Namibia Travel	1,000	10,000	Medium	9.68	69.51
Namibia Tours	1,000	10,000	High	8.7	97
Lodges Near Windhoek	1,000	10,000	High	1.49	4.02
Safari Hotel Windhoek	1,000	10,000	Medium	3.42	27.89
Things to Do in Namibia	1,000	10,000	Low	0.84	8.35
Namibia Holidays	1,000	10,000	Medium	4.46	126.81

Keyword	Min search volume	Max search volume	Competition	Top of page bid (low range)	Top of page bid (high range)
Safari Namibia	1,000	10,000	High	13.97	57.46
Guest Houses in Windhoek	1,000	10,000	Medium	2.53	27.36
Namibia Tourism	1,000	10,000	Low	2.07	28.61
Namibia Tour	1,000	10,000	High	6.43	41.72
Lodges in Namibia	1,000	10,000	Medium	2.01	24.21
Namibia Accommodation	1,000	10,000	Medium	4.32	17.54
Namibia Hotels	1,000	10,000	Medium	3.87	18.9
Camping Namibia	1,000	10,000	Low	4.72	35.22
Flights to Namibia	1,000	10,000	Medium	2.34	21.87
Campsites Namibia	1,000	10,000	Low	2.23	28.7
Namibia People	1,000	10,000	Low	0.79	1.77
Windhoek Country Club	1,000	10,000	Medium	3.87	23.36
Lodges Namibia	1,000	10,000	Medium	6.81	37.32
Hilton Windhoek	1,000	10,000	Low	4.76	43.15
Namibia Air	1,000	10,000	Low	2.16	13.13
Namibia Airlines	1,000	10,000	Low	1.34	17.56
Namibia National Parks	1,000	10,000	Low	1.72	26.51
Avani Hotel Windhoek	1,000	10,000	Medium	3.82	45.24
Windhoek Airport	1,000	10,000	Low	3.84	21.02
Best Time to Visit Namibia	1,000	10,000	Low	9.74	63.27
Namibia Visa	1,000	10,000	Low	0.97	15.75
Windhoek Namibia	1,000	10,000	Low	2.34	25.36
Intercape Namibia	1,000	10,000	Low	0.33	1.67
Flights from Johannesburg to Windhoek	1,000	10,000	Medium	3.09	33.04
Namibia Weather	1,000	10,000	Low	2.68	19.54
Namibia Africa	1,000	10,000	Low	7.54	35.27
Windhoek Beer	1,000	10,000	Low	7.99	41.28
Namibia Airport	1,000	10,000	Low	1	14.43
Game Namibia	1,000	10,000	Low	0.37	7.92
Namibia Currency	1,000	10,000	Low	2.48	11.21
Namibia Capital	1,000	10,000	Low	1.34	2.37
Where Is Namibia	1,000	10,000	Low	1.8	2.4
Namibia City	1,000	10,000	Low	1.41	22.51
City of Windhoek	1,000	10,000	Low	3.01	13.22
Namibia Language	1,000	10,000	Low	2.38	19.65
Nedbank Namibia	1,000	10,000	Low	5.52	15.3
Namibia Wiki	1,000	10,000	Low		
Namibia Country	1,000	10,000	Low	1.96	27.23
Namibia Capital City	1,000	10,000	Low		
Standard Bank Namibia	1,000	10,000	Low	6.9	105.82
Namibia Religion	1,000	10,000	Low	6.51	17.36
Is Namibia Safe	1,000	10,000	Low	2.14	27.2
Namibian Tribes	1,000	10,000	Low	2.39	58.03

Keyword	Min search volume	Max search volume	Competition	Top of page bid (low range)	Top of page bid (high range)
Windhoek Map	1,000	10,000	Low	0.21	4.91
Time in Windhoek	1,000	10,000	Low		
Hilton Hotel Windhoek	1,000	10,000	Medium	3.35	26.93
Restaurants in Windhoek	1,000	10,000	Low	3.56	6.64
Temperature in Windhoek	1,000	10,000	Low		
What to Do in Namibia	100	1,000	Low	1.19	13.54
Things to Do in Windhoek	100	1,000	Low	0.74	4.32
Activities in Windhoek	100	1,000	Medium	0.74	7.14
Starting a Tourism Business	100	1,000	Low	11.01	54.94
Events in Windhoek	100	1,000	Low		
Windhoek Safari	100	1,000	Medium	5.18	33.61
What to Do in Windhoek	100	1,000	Low	0.74	5.95
Hotel Windhoek	100	1,000	Medium	8.63	64.39

10.1.4. MSME Keywords

Table 24 shows several generic MSME keywords. The table illustrates each keyword's search range per month, the level of Adword competition and the expected price range per click.

TABLE 24: MSME KEYWORDS

Keyword	Min search volume	Max search volume	Competition	Top of page bid (low range)	Top of page bid (high range)
Business for sale	100,000	1,000,000	Medium	5.36	40.77
Business ideas	100,000	1,000,000	Medium	0.78	15.48
Business plan	100,000	1,000,000	Medium	0.89	63.84
Franchise	100,000	1,000,000	Medium	1.93	30.46
Franchising	100,000	1,000,000	Low	2.5	25.03
How to start a business	100,000	1,000,000	Medium	8.29	87.5
Incubator	100,000	1,000,000	High	1.49	7.14
Network marketing	100,000	1,000,000	Low	1.34	28.21
Online business	100,000	1,000,000	Medium	2.85	51.93
Small business ideas	100,000	1,000,000	Medium	0.93	43.6
Best business ideas	10,000	100,000	Low	0.47	10.6
Best business to start	10,000	100,000	Medium	8.04	43.75
Business ideas for women	10,000	100,000	Low	0.47	21.58
Business incubator	10,000	100,000	Low	8.93	74.4
Business opportunities	10,000	100,000	Medium	3.22	33.33
Business owner	10,000	100,000	Low	14.88	60.86
Business plan sample	10,000	100,000	Low	0.45	22.77
Business plans	10,000	100,000	Medium	3.7	84.22
Buy a business	10,000	100,000	Medium	15.33	57.27
Entrepreneur ideas	10,000	100,000	Low	6.25	63.39
Franchise business	10,000	100,000	Medium	1.18	48.51
Franchise for sale	10,000	100,000	High	10.54	81.25
Franchise opportunities	10,000	100,000	High	14.48	117.71

Keyword	Min search volume	Max search volume	Competition	Top of page bid (low range)	Top of page bid (high range)
Good business ideas	10,000	100,000	Low	3.87	45.98
How to start a small business	10,000	100,000	Medium	1.65	58.64
How to start an online business	10,000	100,000	Medium	9.99	219.19
How to start your own business	10,000	100,000	Medium	5.09	85.27
List of business ideas	10,000	100,000	Low	2.83	63.24
Multi-level marketing	10,000	100,000	Low	1.58	46.17
New business ideas	10,000	100,000	Medium	0.89	10.86
Online business ideas	10,000	100,000	High	3.78	58.93
Sell business	10,000	100,000	Medium	21.61	161
Small business	10,000	100,000	Low	1.62	59.52
Small business grants	10,000	100,000	Medium	24.11	103.42
Small business loans	10,000	100,000	High	228.27	785.92
Small scale business	10,000	100,000	Low	0.35	8.04
Start-up business	10,000	100,000	Medium	3.72	52.23
Start-up business ideas	10,000	100,000	Low	3	53.42
Starting a business	10,000	100,000	Medium	20.19	120.98
Starting an online business	10,000	100,000	High	28.57	203.42
Starting your own business	10,000	100,000	Medium	14.2	110.41
World best business opportunity	10,000	100,000	Low	0.81	7.29
Best franchise opportunities	1,000	10,000	High	27.98	154.76
Business accelerator	1,000	10,000	Low	17.33	196.42
Business funding	1,000	10,000	High	18.99	735.1
Business grants	1,000	10,000	Medium	15.33	84.22
Business support	1,000	10,000	Low	1.67	56.81

10.2. Completing the Project Scorecard

Table 25 provides an example of how to complete a project scorecard using the 'Increase Agriculture Stakeholder' project as an example.

TABLE 25: PROJECT SCORECARD

Project Name: Investment Website Project Location: Web Project Driver: Investment Unit Project Funder: Investment Unit Project Budget: R200,000 Project Man-Hours: 350-hours Project Kick-Off Date: 10 October 2019 Project Deadline: 19 December 2019						
Key Project Objectives (according to the terms of reference)						
Project Objective	Baseline Measure (before study)		Performance Measure (targets)		Target Achieved	
Launch Investment Website	0 website		Website was launched on 19 December 2019		Yes	
Improve interaction with the investment community	0 unique visits per month		2,000 unique visits per month		No – 1815 Unique visits per month achieved	
Project Phase	Deliverable	Deadline	Actual Completion Date	Phase Budget	Actual Cost	Man-hours spent on phase
Phase 1: Setup Hosting Environment	Hosting Environment	30 Oct 2019	30 Oct 2019	R5,000	R2,000	8 hours
Phase 2: Create Website Portal	Website Portal	30 Nov 2019	30 Oct 2019	R10,000	R2,000	16 hours
Phase 3: Create and upload 20 pages of website Content	Website content	19 Dec 2019	19 Dec 2019	R30,000	R30,000	50 hours
Phase 4: Launch website by pointing domain at server	Live website	19 Dec 2019	19 Dec 2019	R100	R100	0.25 hours

Note! The data used in this table is for illustrative purposes only.

10.3. Completing the Project Management Report

Table 26 provides an example of how to complete the project management report. Project 1 illustrates a project that had already started and had been completed, while Project 2 illustrates a project that is in process and Project 3 illustrates a project that still needs to start (i.e. the project will start on 22 April 2022).

TABLE 26: EXAMPLE ON HOW TO COMPLETE PROJECT MANAGEMENT REPORT

Project Name	Project Location	Project Driver	Project Phase	Project on Schedule	Project within Budget	Project within Man-hours allocation	Project Achieved Targets
Project 1	Investment website	Investment Unit	3/3 Completed	Yes	Yes	Yes	1/2
Project 2	Tourism Investment Website	Investment Unit	1/3	Yes	Yes	Yes	n/a
Project 3	SMME Investment Website	Investment Unit	22 April 2022	n/a	n/a	n/a	n/a

Note! The data used in this table is for illustrative purposes only.

10.4. Completing the Thematic Priority Area Assessment Tool

Table 27 provides an example of how to setup and complete the thematic priority area assessment tool for the 'Agriculture and Agro-Processing Investment Promotion' Pillar.

TABLE 27: EXAMPLE ON HOW TO COMPLETE THE THEMATIC PRIORITY AREA ASSESSMENT TOOL

Key Performance Area: Agriculture and Agro-Processing Investment Promotion							
Pillar Objective: To conduct investment promotion. This pillar focus on attraction investors							
Standard Criteria	Indicator	Source	Benchmark	Failed to Achieve Standard	Target or Standard Range	Exceeded Standard	Comment
Agriculture and Agro Processing Investment Promotion website visits	Unique visitors	Website statistics	1,000 unique visitors	Less than 800 unique visitors	800 to 1,200 unique visitors	More than 1,200 unique visitors	
Contact Us page views	Contact Us page unique visitors	Website statistics	200 unique visitors	Less than 160 visitors	160 to 240 unique visitors	More than 240 unique visitors	
Contact Us form completions	Contact Us form completions	Emails received from website form	50 unique emails	Less than 40 unique emails	40 to 60 unique emails	More than 60 unique emails	

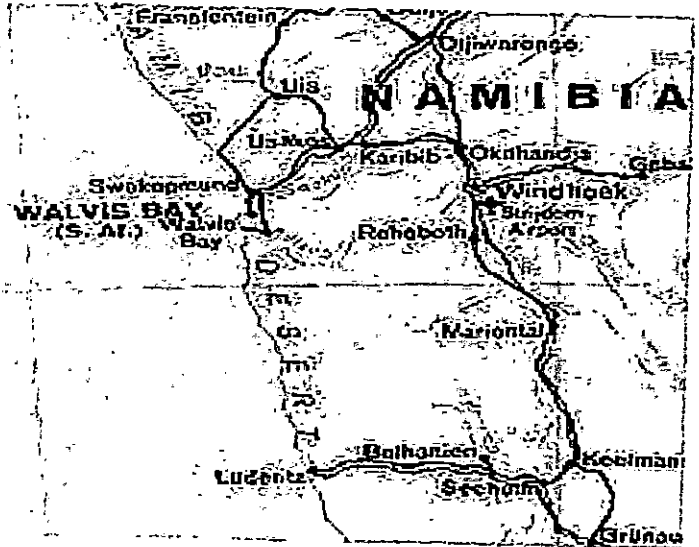
Note! The data used in this table is for illustrative purpose

CoW can select from a range of parameters, including, but not limited to:

- **Overall Investment outcomes** (number of new investors, Dollar value of investment, Investor retention).
- **The relevant investment promotion outcomes:**
 - Number of website visitors
 - Investment Website
 - Agriculture and Agro-processing Investment Website
 - Tourism Investment Website
 - MSME Investment Website
 - Transport and Logistics Investment Website
 - Social Development Investment Website
 - Call-to-Action page visitors
 - Contact Us webpage
 - Tenders webpage
 - Business Directory
 - Product Directory
 - Incentives webpages
 - Permit and other processes pages
 - Newsletter subscription page
 - Website Calls-to-Action
 - Contact Us form received (emailed)
 - Email enquiries received
 - Phone calls received
 - Tenders Downloaded
 - Number of new business and products loaded to business and directory
 - Number of incentives applications received
 - Number of permit and other internal processes applications
 - New newsletter subscribers
 - AdWords
 - Number of clicks to the website

- Number of direct calls
- **Number of promotion activities performed**
 - WED and Investment Forum
 - Stakeholder engagements
 - Number of stakeholders engaged
 - Number of stakeholder engagement meetings
 - Personal Selling
 - Number of prospects engaged
 - Number of prospect meetings
 - Number of bulk mailers sent
 - CRM System
 - Number of stakeholder profiles created
 - Number of prospect profiles created

City of Windhoek



Investment Incentives and Promotion
Strategy 2022-2027

Acronyms

AGOA	Africa Growth and Opportunity Act
AU	Africa Union
CoW	City of Windhoek
MAWF	Ministry of Agriculture, Water and Forestry
MCCW	Municipal Council of the City of Windhoek
MSME	Micro, Small and Medium Enterprises
SACU	Southern African Customs Union
SADC	Southern African Development Community
SEZ	Special Economic Zone
UN	United Nations

The City of Windhoek is a vibrant city that offers significant investment opportunities to both local and international investors. The Investment Incentives and Promotion Public Guide provides an overview of “The Gateway to Endless Opportunities” within our dynamic and rapid expanding City.

About Namibia

Namibia is situated in Southwest Africa and is distinguished by the Namib Desert which runs along the Atlantic Ocean coastline. The country is a member of the United Nations (UN), the Southern African Development Community (SADC), the African Union (AU) as well as the Commonwealth. Its largest city and capital is Windhoek.

The Namibian Government has several policies aimed at encouraging economic growth and development including:

- The Constitution of The Republic of Namibia
- Vision 2030
- Local Authorities Act 23 of 1992
- Decentralization Enabling Act 33 of 2000
- Trust Fund for Regional Development and Equity Provisions Act 22 of 2000
- Namibia Foreign Investment Act (1990)
- Export Processing Zones Act 9 of 1995
- Growth-at-Home Strategy
- Public Procurement Act 15 of 2015
- Namibia Investment Promotion Act 9 of 2016
- Namibian Tourism Board Act (Act 21 of 2000)
- The National Policy on Tourism for Namibia, 2008
- Policy on Tourism and Wildlife Concessions on State Land (2007)

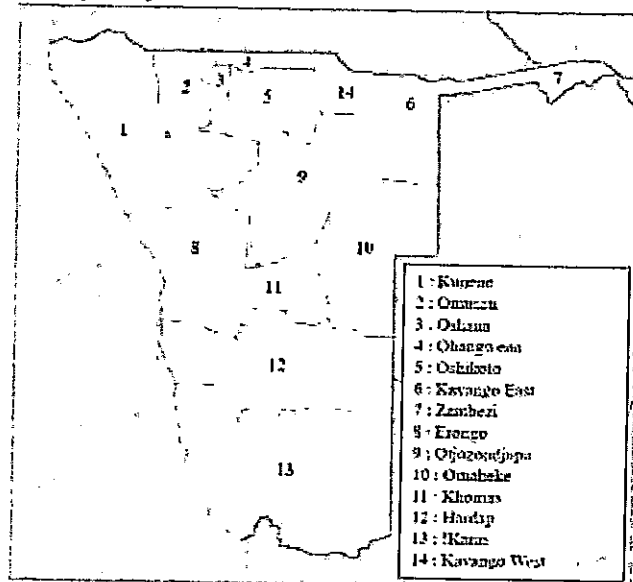
- National Tourism Investment Promotion and Profile Strategy 2016 – 2026
- Environmental Management Act, 2007
- National Policy on Climate Change for Namibia, 2011
- National Policy on Community Based Natural Resource Management (CBNRM), 2013
- Namibia's Second National Biodiversity Strategy and Action Plan 2013 – 2022

Key points of investing in Windhoek are as follows:

- Namibia has a favourable investment climate which is supported by a politically stable democracy and good quality infrastructure as well as a robust macroeconomic environment
- The country provides affordable construction permits
- Investors are provided with incentives in the manufacturing industry
- Namibia has preferential access to the Southern African Development Community (SADC) market as a member country
- The country has duty-free access to Southern African Customs Union (SACU). It also has duty-free access to the European Union for agricultural and manufactured goods as part of the Cotonou Agreement
- Under the Africa Growth and Opportunity Act (AGOA), Namibia has duty-free and quota-free access to the United States

The country is divided into 14 regional councils, with Windhoek being in the centre within the Khomas region, marked by number 11 on Map 1 below.

Map 1: Regions of Namibia



About Windhoek

Windhoek is the capital of Namibia, and serves as the central location for all administrative, commercial, economic, and industrial activity. Windhoek is a progressive city that possess several comparative advantages for investors. The City offers high standard social infrastructure including

quality public services as well as high calibre education and healthcare. These functions are supported by a comprehensive policy environment and a SMART, robust municipality with investment and economic development being its top priority. The CoW has several local policies which promote investment and development namely:

- Local Economic Development Strategy, 2010 – 2015
- Local Economic Development Strategy Review Report, 2010 – 2015
- CoW Town Planning Scheme
- Special Projects Policy
- CoW Business Development Strategy
- CoW Public Private Partnership Policy

Windhoek is the business hub of Namibia and is home to 4G and fibre optic technology on par with the developed world. It has comprehensive financial services, and significant infrastructure for increased business and economic activity. The City's existing infrastructure and business services enables ease of doing business within the region, with accessibility to road, rail, and air travel. Road quality and infrastructure is ranked 1st in the SADC, emphasizing much opportunity for growth. The CoW offers all major banking facilities as well as world-class telecommunications.

Why Invest in Windhoek

Windhoek offers a wide range of opportunities for investors which remain unrivalled on the African continent. The CoW offers investment facilitation through the investment Unit, aimed at providing every local investment-related service necessary whilst working in close collaboration with key public and private sector stakeholders. Thus, an attractive value proposition is made to any existing or potential local and foreign investor in the city. Some key considerations for investors looking to Windhoek as a springboard into southern Africa include:

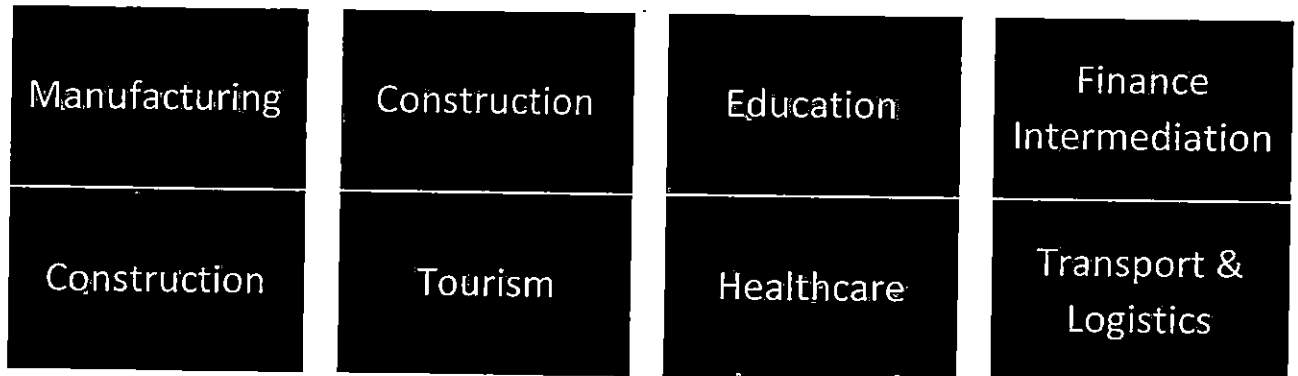
- A politically stable, democratic government since 1990 on which to build businesses
- A robust macroeconomic environment, at the forefront of all development in Namibia
- Its strategic location at the centre of Namibia allowing for easy movement of goods to both regional, national and international markets
- Windhoek's position as an important and strategically located logistics hub
- All the first-world amenities, making Windhoek a great place to live, work and play
- The city as the centre for major corporate headquarters as well as the base for most state-owned enterprises
- An advanced financial services and banking sector
- A good level of security
- Windhoek leads nationally as the manufacturing and industrial hub in the country
- A diversified and competitive economy
- A high number of private primary, secondary and tertiary education facilities
- The highest number of skilled workforce in the country
- Strategic plans in place to ensure positive and direct intervention, and ensure desired development and investment goals are met
- The most populous urban centre in Namibia with the fastest annual population growth

- Windhoek characterized by many comparative advantages over the rest of Namibia and other SADC countries
- A world class transport & communication infrastructure
- A favourable tax regime for manufacturing businesses
- A low non-resident shareholders' tax of 10%
- Tax-exemption of dividends accruing to Namibian companies or resident shareholders

Windhoek's Leading Industries

Windhoek's largest markets and industries exist within eight key sectors, including agriculture and agro-processing, transport and logistics and manufacturing. Windhoek, being the largest city in Namibia, has significant market scale advantage compared to the rest of the country. Due to its strategic importance, many industries have selected Windhoek for their operations, resulting in significant growth in the capitals' contribution to GDP over the past 10 years. All of the sectors have experience growth or have a scale advantage or both. Figure 1 depicts Windhoek's leading industries between 2011 and 2016. The figure shows the industries that had experienced significant growth compared to the rest of Namibia and industries that have significant scale advantage in Windhoek compared to the rest of Namibia.

Figure 1: Windhoek's Leading Industries



Industries indicated in blue have scale advantage, industries indicated in red showed significant growth and those indicated in purple experience both growth and have a scale advantage.

The CoW is the leader in the manufacturing sector with regards to size and output. The sector is of high importance to the city as it is one of the highest contributing sectors to Windhoek's economic growth. Transport and communication are of the best in the world, and up to par with international business standards. Nationally, the sector has seen significant growth over the last 10 years.

Finance and intermediation is one of the City's leading industries.

2019 Industry surveys indicated that:

Good business confidence exists across all major sectors. Most businesses surveyed indicated confidently, that over the next year they will experience an improvement in turnover, employment, and market share.

Generally, businesses are pleased with Windhoek's service delivery and public infrastructure indicating:

- Neighbourhoods are kept clean
- Neighbourhood roads are well maintained
- Satisfied or highly satisfied with water, sanitation, refuse removal & electricity □ Satisfied or highly satisfied with signage in town
- Satisfied or highly satisfied with storm water drainage near business
- Satisfied or highly satisfied with marketing of Windhoek
- Satisfied or highly satisfied with road networks and road condition

The level of satisfaction amongst CoW businesses shows that MCCW provides a high level of service and that CoW has good public infrastructure for business. Therefore, the CoW has made much effort in ensuring quality public resources are available to all businesses and communities. Making the city the perfect environment for new business development and potential investment. Furthermore, the CoW has allocated increased resources to areas with the highest investment potential.

Sectors with Investment Opportunity

The City of Windhoek's Strategic Framework has identified key sectors with great potential and opportunity for investment. The CoW promotes the following sectors to investors and provides investment facilitation, where all local and foreign investor queries and needs will be addressed. The CoW facilitates investors through ensuring national and regional incentives are fully available to investors, and subsequently taken full advantage of.

The following sectors have been identified for promotion:

Agriculture and Agro-Processing Sector

The Agriculture and Agro-Processing Sector is one of Windhoek's best performing sectors with great room for growth. The CoW aims to improve and increase output in this sector through the execution of strategic policy framework. A variety of Projects & Programmes stem from local government including:

- Increasing Water Recovery
- Improving Access to Farmland
- Increasing Water Supply to Selected Farmland
- Increasing Number of Agricultural Stakeholders
- Expanding range of Agricultural Produce (crops, organic and livestock)
- Improving the Value-Chain for Developmental Agricultural Produce □ Increasing Agro-Processing

The ever-growing population in Windhoek will lead to an eventual increase in demand for agricultural produce. Being a water scarce area, much investment in reclaiming water needed for agricultural production has been made. The CoW has started the process of promoting increased production through the provision of necessary inputs. Therefore, increased production within this sector will

improve food security in the capital and stimulate job creation as well as enhance opportunities for investors to generate profits.

Transport and Logistics

Windhoek's strategic location within Namibia paired with its excellent road and rail infrastructure, makes it the nucleus for the movement of goods throughout Namibia. A well-established network of roads links Namibia with Angola, Botswana, South Africa, Zambia, and Zimbabwe. The Trans-Caprivi and Trans-Kalahari highways ensure fast and comfortable travel between Windhoek and the Namibian port of Walvis Bay, making the CoW a key role player in the transportation of goods and all accompanying logistical operations.

Given the CoW's key role within this sector, areas of focus have been outlined and form part of projects and programmes including:

- Logistical Support Structures
- Local Public Transport
- The Implementation of a Non-motorised Transport Plan

Currently, Windhoek has well-developed transport and logistics infrastructure which aids existing and potential development and investment. This is largely due to quality access roads, two airports as well as several operational railways. Therefore, there is room for further development in the transport and logistics sector on the back of the existing quality infrastructure. Therefore the Transport and Logistics Sector in Windhoek provides promising opportunities for development and investment.

Tourism

Windhoek is the main port of entry for tourists, with the majority of visitors arriving at Hosea Kutako International Airport. Upon arrival, tourists usually hire vehicles and go on safari, thus spending a limited amount of time in Windhoek. However, the CoW has several unique attractions which tourists can visit including historical landmarks such as Christ Church and the Gibeon Meteorites.

Though Windhoek has these attractions and is the base for most tourism operations, a strategy is being developed to prolong tourist visits and enhance the sectors overall performance. The strategy takes into account a multitude of factors and includes key areas of focus such as:

- Tourist Attraction Development
- Tourism Transport
- Tourism Zoning
- Tourism Grading and Marketing
- Tourism Skills Training

Considering the fact that Windhoek receives the majority of regional and international arrivals into Namibia, the potential market for tourism is high. The Riverwalk concept, developed by local private stakeholders together with the City of Windhoek, regards the rivers in the city as an asset that can be used and developed as a non-motorised transportation spine running from the Avis Dam East of the City to the Goreangab Dam to the West of the City. This project will contribute towards better equitable integration of the city and will provide for the development of various types of tourism related businesses. The project aims to encourage properties abutting onto the Riverwalk to turn their facades towards the river walk rather than towards the street and contribute to the ambience of the

proposed facility. Therefore, projects are in place to ensure further development in the tourism sector along with increased investment opportunities.

Micro, Small and Medium Enterprises (MSME)

MSME is a crucial component of the wholesale and retail sector in Windhoek. With a fast-growing population at around 3.59% p.a. in the Khomas region, it is estimated that Windhoek's population will increase from between 431,938 and 433,939 residents in 2018, to between 644,073 and 654,550 residents by 2030. This predicted increase in population outlines the need for formal and organized retail areas as the market grows along with the population.

The City is currently carrying out a MSME Development Strategy which focuses on four key areas:

- Development of a system for institutional support
- Strengthening MSME sector and providing institutional support
- Encouraging local growth
- Establishing a local market

CoW aims to upgrade selected informal markets and develop public facilities near them. These markets will be permanent structures with lockable stalls and will have goods display areas, storage areas, as well as open trading areas.

Another way that CoW aims to assist small businesses is to improve online retail and to roll out Wi-Fi hotspots within commercial areas. In addition, together with cooperation partners an Export Strategy will be developed to identify local businesses with export potential. The said strategy will also identify potential markets for locally produced products including leather, cosmetics, etc. Its volumes play a critical role in manufacturing, the relatively small local market does not enable manufacturers to operate at maximum. CoW's approach will, therefore, focus on supporting niche markets within which MSMEs can produce more than the needs of the local market and facilitate export promotion.

The Informal Sector

The Informal Sector is a fast-growing and vibrant 'second economy' in Windhoek with motivated and innovative entrepreneurs. From fresh local produce to handcrafted items, Windhoek's informal sector is thriving. Promoting and uplifting the informal sector will complement the existing formal economy and enable development, leading to growth in the market. The CoW has implemented projects and programmes specific to the advancement of the informal sector such as:

- Informal trade support
- Establishing the informal sector
- Establishing platforms for the City to engage with informal traders
- Linking the informal sector with tourism

Establishing the informal sector and facilitating the trade of informal goods will add value to creating a means of generating household incomes for more residents. Through engagements, informal traders will be encouraged to increase the variety of goods and services they offer. A greater variation of goods and services will entice tourists to visit informal trading markets and spend more time in these markets. This will ultimately attract more visitors to the informal trading markets.

Social Development

The CoW aims to becoming a caring city, and therefore social upliftment of the residents in Windhoek remains a key mandate of the CoW. The fast-growing population within the capital calls for an increase in investment in social infrastructure. Investment in affordable housing and public healthcare facilities for vulnerable segments of the community, such as the elderly are necessary. The CoW has identified key areas of focus through the creation of key projects and programmes including:

- Retirement Precinct
- Health and Care Precinct
- Affordable Housing

The current housing backlog in the City is huge, with more than 40 000 households estimated to be residing in improvised housing structures in informal settlements, while another 50 000 to 60 000 people are expected to move into the city by 2030. The City is currently busy revising its Spatial Development Framework to guide its future expansion and it is imperative that this plan is not only seen as a spatial framework but also as a development plan designed to guide the successful implementation of the spatial framework and deal with the future medium to long-term land needs of the city in an integrated manner.

MCCW's Commitment to Investors

The MCCW is committed to attract investors. As part of the efforts to help facilitate increased investment, the Investment Incentive and Promotion Strategy has outlined several initiatives that will assist local and foreign investors to invest in Windhoek.

MCCW will generate and publish more local business data

MCCW will more regularly conduct and publish market assessments within Windhoek. This will include data on land with high development potential and infrastructure assessments on selected land parcels. MCCW will further track the availability of local commodities, talent and skills developed at local tertiary education centres in the city and local business data. The availability of this data will assist investors to identify business opportunities and partners.

Sectoral Plans

Sectoral plans will be created to delineate the opportunities within key industries, including for agriculture and agro-processing, tourism, MSME, transport and logistics, social development and education. These plans will unpack public investment in these industries, as well as potential private sector opportunities.

Investment Unit

MCCW's investment attraction, retention and promotion efforts are managed by its Investment Unit. At the heart of this unit is the investment 'One-Stop-Shop' that will assist local and foreign investors to improve investor's ease of doing business and to unblock red tape experienced by investors. The contact details of the Investment Unit is on the back of this Public Guide.

Incentive Support

The Investment Unit will be able to provide advice on national incentives and how to apply for these incentives. Please contact the investment Unit to assist with your national incentives application.

Improving SMART City capabilities

MCCW is continuously evolving towards a SMART City. MCCW recognizes that by improving its systems, the City will be able to speed up its processes to assist investors on matters such as property transfers, building construction permits and getting bulk services such as electricity and water.

Contact us if you have an investment related queries or any other investment related matters.

National Incentives

Namibia provides investment incentives in the manufacturing sector as means by which government motivates investment. Special Economic Zones (SEZ) have recently (June 2020) replaced the Export Processing Zones (EPZ) regime which was offered to companies locating in Namibia. National Government is in the process of creating an improved Special Economic Zone (SEZ) which will increase responsiveness to investors' needs and address the gaps in the old EPZ regime.

Living in Windhoek

Besides being one of the cleanest African cities, Windhoek is ranked amongst the top cities with regards to safety in the entire Southern African Development Community (SADC). The city boasts world class private healthcare, education, and accommodation facilities, as well as highly reliable and competent municipal services. Undeveloped land exists, awaiting new residential/business development fully equipped with all necessary public infrastructure.

Education

Windhoek hosts the finest public and private schools in Namibia, as well as three institutions of higher learning which offers an extensive range of faculties including but not limited to:

- | | |
|-----------------------------|--------------------|
| • Computing and Informatics | • Spatial Sciences |
| • Engineering | • Law |
| • Medicine | • Agriculture |
| • Nursing | • Education |
| • Management Sciences | • Science |
| • Natural Resources | • Human Sciences |

Healthcare

Windhoek is the national hub for all medical services. The city boasts a comprehensive range of public and private sector medical service providers at the following facilities:

- | | |
|---------------------------------------|-------------------------------|
| • Lady Pohamba Private Hospital | • Mediclinic Windhoek |
| • Windhoek Central Hospital | • Paramount Private Hospital |
| • Roman Catholic Hospital | • Katutura Hospital |
| • Windhoek Kidney and Dialysis Centre | • Rhino Park Private Hospital |

Leisure

Windhoek also has much to offer in terms of entertainment and related amenities, with a variety of unique activities and locational settings on offer. The City provides a one-of-a-kind backdrop for African living at its finest for both local residents and international businessmen and women. This includes:

- International %-star hotels & restaurants
- Vibrant shopping malls
- Nightclubs, cinemas and cultural hubs
- Sports clubs, fitness facilities & golf
- Safari opportunities

Get in Contact

Economic Development Division

invest@windhoekcc.org.na

+264 61 - 290 2196/2577

Other Contact Details

OFFICE OF THE CEO & PUBLIC RELATIONS OFFICER	+264 61- 290 2615
CITY POLICE	+264 61- 290 2703 / www.windhoekcitypolicy.org.na
ECONOMIC DEVELOPMENT & COMMUNITY SERVICES	+264 61- 290 2287
ELECTRICITY	+264 61- 290 2472
FINANCE & CUSTOMER SERVICES	+264 61- 290 2246
HOUSING, PROPERTY MANAGEMENT & HUMAN SETTLEMENT.....	+264 61- 290 2171
HUMAN CAPITAL & CORPORATE SERVICES.....	+264 61- 290 2279
INFORMATION & COMMUNICATION TECHNOLOGY.....	+264 61- 290 2625
INFRASTRUCTURE, WATER & TECHNICAL SERVICES.....	+264 61- 290 2335
URBAN & TRANSPORT PLANNING.....	+264 61- 290 2482
CUSTOMER CARE CENTRE	+264 61- 290 3777

Theme:	Economic Advancement Description: This theme is to ensure that the City is productive, inclusive and sustainable through rendering access to urban services, socio-economic opportunities, spatial inclusiveness, quality urban environment and vibrant city life.
Strategic Objective:	Ensure quality of life for all our residents & stakeholders
Key Performance Area (KPA):	Economic Development Description: The Economic Development KPA refers to ensuring that the City will drive economic inclusion to achieve sustainable economic growth and development.
Key Performance Indicator (KPI):	Approval of Investment Incentives & Promotion Strategy Description: This indicator measures the date by when the Investment Incentives & Promotion Strategy will be approved, to realise the attraction and retention of investments into Windhoek.

Period	Financial year	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies
Theme: Economic Sustainability					
Strategic Pillar 1 Upgrading of Business and Innovation Environment					
		Approval of Special Rating Area Regulations (SRAR) Continuous public awareness raising/information sharing campaigns amongst property owners	N\$ 25 000.00	Improve image with approval of long-term public space investment financing model (SRAR) Improved and safe business areas. Growth in property values & rates and subsequently tax & rates.	Economic Development Division Office of the CEO SE's Councillors Office of the Attorney General
		<ul style="list-style-type: none"> Identify municipal owned land available for sustainable job creating investments (desk-top) Review land parcels against integrated planning Preliminary infrastructure and bulk services assessment on key identified properties 	-	Database of suitable municipal-owned land available for investment (Business/Industrial Land register)	HPMHS UTP Economic Development Division

Period	Financial year	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies
Theme: Economic Sustainability					
		Develop an investment projects prioritization model for EDD	-	Investment projects plan (based on WED strategies)	Office of the CEO All Departments Economic Development Division
Strategic Pillar 2 Business Attraction Management		Investigate the setting up of a dedicated investment management function in CoW including medium-term project management support centre	-	Decision on the location and resources for investment function within the City	Office of the CEO EDCS All Departments
		Develop an incentive support programme (Policy to outline the intent of Council)	-	Investment Incentives Policy Streamlined approval processes (eliminate bureaucracy)	Office of the CEO Economic Development Division FIN ELE INFRA UTP HPMHS
		<ul style="list-style-type: none"> Create stakeholders map Profile and prioritize stakeholders into stakeholder groups (internal and external i.e., retail, manufacturing, tourism) 	-	Stakeholder Map and Business Community Engagement Model developed	-Economic Development Division -Govt. agencies MIT, NIPDB, etc. -Academia -Business community
					950
Strategic Pillar 3 Investment Promotion		Windhoek Economic Development and Investment Forum	N\$ 25 000.00	Improved stakeholder engagement. Present draft Investment Incentives Policy to external stakeholders	-Office of the CEO -Economic Development Division -Govt. agencies MIT, NIPDB -Academia -Business community
		Create Social Media Campaign material	N\$ 50 000.00	Increase visibility by finalising dedicated investment promotion video	Office of the CEO Economic Development Division

Period	Financial year	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies
Theme: Economic Sustainability					
Strategic Pillar 1 Upgrading of Business and Innovation Environment		Conduct research on city-based investment indexes requirements	N\$ 150 000.00	Improved image by developing an indexes improvement plan covering activities that influence our ranking on international indexes	Office of the CEO Economic Development Division
		Conduct high-level pre-feasibility studies (3) (every year)	N\$ 120 000.00 (students/RIM)	Ready to market pre-feasibility studies of job creating business opportunities that EDD strategies have prioritized (e.g., agro-processing)	Economic Development Division Community Development Division UTP HPMHS
		Detailed infrastructure and bulk services assessment on key identified investment properties and turn-key factory development pre-feasibility study (every two years)	N\$ 250 000.00-N\$ 500 000.00	Greater employment creation. Improved connectivity between economic opportunities and the labour market.	UTP HPMHS Economic Development Division
		Develop a locality brand plan (no funds in 22/23 FY)	N\$ 150 000.00	Clear and concise place/locality based plan	Office of the CEO (Marketing) Economic Development Division
Strategic Pillar 2 Business Attraction Management		Identify gaps and improve on investor / customer relationship management (CRM) system	N\$ 750 000.00	Strengthen image and improve reputation by consolidating customer /investor relations in a coordinated manner	Office of the CEO ICT EDCS FIN UTP ELE
Strategic Pillar 3 Investment Promotion		Develop and maintain investment-oriented website/webpage to upload and/or link survey results / studies / plans such as agriculture and agro-processing database, etc.	N\$ 250 000.00	Increase promotion with dedicated tools i.e., on which all survey data, studies, sectoral plans, etc. are made available to entice investors	Office of the CEO ICT Economic Development Division
		Implementation of Windhoek Economic Development and Investment Forum (Bi-Annual meetings)	N\$ 50 000.00	Improved stakeholder reach and engagement	Office of the CEO Economic Development Division Govt. agencies MIT, NIPDB Academia

1951

Period	Financial year	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies
Theme: Economic Sustainability					
					-Business community
		Social Media Campaign	N\$ 50 000.00	Increase visibility by developing investment promotion material	Office of the CEO Economic Development Division

Period	Financial year	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies
Theme: Economic Sustainability					
Strategic Pillar 1 Upgrading of Business and Innovation Environment		Conduct high-level pre-feasibility studies (3) (every year)	N\$ 120 000.00 (students/RIM)	Ready to market pre-feasibility studies of job creating business opportunities that EDD strategies have prioritized (e.g., agro-processing)	Economic Development Division Community Development Division UTP HPMHS
		Conduct surveys on local skills (gaps), local non-agro commodities as well as community perception of CoW	N\$ 150 000.00 (RIM)	Improved image by collecting data and assessing possible market gaps/opportunities as well public/investors perception of CoW	Office of the CEO Economic Development Division
Strategic Pillar 2 Business Attraction Management		Develop and implement an e-government system and tools	N\$ 500 000.00	Improve customer/investor experience	Office of the CEO FIN Economic Development Division
		Develop a digital land register	N\$ 250 000.00	Improve image by having an investor-ready CoW land database	ICT Office of the CEO Economic Development Division
Strategic Pillar 3 Investment Promotion		Develop a digital marketing plan	N\$ 500 000.00	Increase promotion with dedicated plan and tools to target desired investors	Office of the CEO ICT Economic Development Division
		Windhoek Economic Development and Investment Forum	N\$ 50 000.00	Improved stakeholder reach and engagement	Office of the CEO Economic Development Division Govt. agencies MIT, NIPDB Academia Business community

Period	Financial year	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies
Theme: Economic Sustainability					
Strategic Pillar 1 Upgrading of Business and Innovation Environment		Conduct high-level pre-feasibility studies (3) (every year)	N\$ 120 000.00 (students)	Ready to market pre-feasibility studies of job creating business opportunities that EDD strategies have prioritized (e.g., agro-processing)	Economic Development Division Community Development Division UTP HPMHS
		Detailed infrastructure and bulk services assessment on key identified investment properties and turn-key factory development pre-feasibility study (every two years)	N\$ 250 000.00-N\$ 500 000.00	Greater employment creation. Improved connectivity between economic opportunities and the labour market.	Economic Development Division UTP HPMHS
		Conduct surveys Retail and Manufacturing	N\$ 150 000.00 (RIM)	Improved image by collecting data and assessing possible market gaps/opportunities for value addition	Office of the CEO Economic Development Division
Strategic Pillar 2 Business Attraction Management		Implement, improve and maintain the e-government system	N\$ 500 000.00	Improve customer/investor experience	Office of the CEO ICT FIN Economic Development Division
Strategic Pillar 3 Investment Promotion		Maintain investment-oriented websites	N\$ 150 000.00	Increase promotion with dedicated tools i.e., on which all survey data, studies, sectoral plans, etc. are made available to entice investors	Office of the CEO ICT Economic Development Division

Period	Financial year	Activities	Estimated Budget	Expected outcome/ROI	Interdependencies
Theme: Economic Sustainability					
Strategic Pillar 1 Upgrading of Business and Innovation Environment		Establish and operate a projects management centre	N\$ 250 000.00	Improved coordination of investment needs and projects	Office of the CEO Economic Development Division
		Conduct high-level pre-feasibility studies (3) (every year)	N\$ 120 000.00 (students)	Ready to market pre-feasibility studies of job creating business opportunities that EDD strategies have prioritized (e.g., agro-processing)	Economic Development Division Community Development Division UTP HPMHS
Strategic Pillar 2 Business Attraction Management		Improve and maintain the e-government system and tools	N\$ 500 000.00	Improve customer/investor experience	Office of the CEO ICT FIN Economic Development Division
Strategic Pillar 3 Investment Promotion		Maintain investment-oriented websites	-N\$ 150 000.00	Increase promotion with dedicated tools i.e., on which all survey data, studies, sectoral plans, etc. are made available to entice investors	Office of the CEO ICT Economic Development Division

Estimated Financial Commitment

Year 1 22/23	100 000
Year 2 23/24	2 020 000
Year 3 24/25	1 820 000
Year 4 25/26	1 468 000
Year 5 26/27	1 020 000
Total	6 428 000

Figure 1: Three Strategic Pillars of the IIPS, 2022-2027



Source: CoW IIPS Strategy 2022 - 2027

COUNCIL PER RESOLUTION 191/08/2022

[Municipal Council Minutes: 2022-08-10(07-28)]

10.1.5

**GOV.11 [HPH] APPROVAL TO ALIENATE
HOUSING CONSTRUCTED UNDER THE
AFFORDABLE HOUSING PROGRAMME
(16/9/1)**

On proposal by Councillor Ms N Larandja, it was

RESOLVED

- 1 That the commencement of Council's Affordable Housing Programme by way of a pilot project on Erven 6019 to 6026, Khomasdal, be noted.
- 2 That the prices pertaining to Erven 6019 to 6026, Khomasdal detailed as follows, be noted and approved:

Erf No.	Erf size (m ²)	Erf price (N\$)	House price (N\$)	Upset price (N\$)	Selling price with 10 % markup (N\$)
6019	549	289 000.00	560 492.00	849 492.00	934 441.20
6020	312	164 000.00	570 285.00	734 285.00	807 713.50
6021	653	343 000.00	570 285.00	913 285.00	1 004 613.50
6022	360	189 000.00	560 492.00	749 492.00	824 441.20
6023	738	361 000.00	560 492.00	921 492.00	1 013 641.20
6024	415	218 000.00	570 285.00	788 285.00	867 113.50
6025	1 022	440 000.00	560 492.00	1 000 492.00	1 100 541.20
6026	595	312 000.00	560 492.00	872 492.00	959 741.20

- 3 That six (6) houses be sold to qualifying first time buyers on Council's verified Waiting List.
- 4 That two (2) houses be reserved for Council employees in line with Council Resolution 234/08/2011.
- 4.1 That in order to limit the need for competition among Council employees which will push prices up and defeat the affordability intentions of the project, names be sourced from the Waiting List for the lease of municipal houses maintained by the Strategic Executive: Housing, Property Management and Human Settlement, and preference be given to staff members on the B to C-Bands.
- 5 That only one (1) house be allocated per beneficiary.
- 6 That the methods of payment for the constructed houses be approved as cash or payment through a Bank Guarantee.
- 7 That consent be granted to the Strategic Executive: Housing, Property Management and Human Settlement, to submit building plans for approval, prior to or during installation of services and base such submission on the engineering design of municipal services set out under clauses 36(2)(a)(b) and (c) of the Windhoek Town Planning Scheme, consent be extended to the future Affordable Housing Projects.
- 8 That erf comments be prepared after the installation of services, and such be presented to Council for approval together with names of qualifying beneficiaries to be sourced from the Waiting List mentioned above.
- 9 That the standard pre-emptive condition and reverting clause be registered against the Title Deeds of the properties.

- 10 That the sale be advertised in terms of section 63(2) of the Local Authorities Act, 1992 (Act 23 of 1992) (as amended).
- 11 That Ministerial approval be obtained in terms of section 30(1)(t) of the Local Authorities Act, 1992 (Act 23 of 1992) (as amended).
- 12 That the Strategic Executive: Housing, Property Management and Human Settlement, be authorised to lease the houses to prospective purchasers on a month-to-month basis pending Ministerial approval at 10 % of the selling price divided by twelve (12) months.
- 12.1 That the lease amount be deducted from the purchase price (selling price).
- 13 That the Chief Executive Officer (Corporate Legal Adviser) draft the Lease Agreements and Deeds of Sale and be further mandated to procure, where required, external legal services for the drafting of the Deeds of Sale with relevant conditions for the alienation of houses constructed under the Affordable Housing Programme of Council.
- 14 That the resolution be implemented prior to confirmation of the minutes.

Financial implications

Funds available

Item 4000/06/3/10/0698 - N\$4 700 000.00

RESOLUTION 191/08/2022

OUTCOME OF DEED SEARCH: LAND WAITING LIST

Demographics					Selection Criteria			
#	Name	ID Number	Age	Gender	Registered (Year)	Number of Years on List	Namibian Citizenship Yes No	Deeds Search Owns property Does not own
1	Johannes Kasanapi	6110090500129	60	Male	2000	22	Yes	Does not own
2	Absalom Uusiku	67122800164	55	Male	2001	21	Yes	Does not own
3	Justus Nyambali	73101500494	48	Male	2001	21	Yes	Does not own
4	Edla K. Pujatura	77111100433	44	Female	2002	20	Yes	Does not own
5	Nicolaus N Festus	6705251100763	55	Male	2003	19	Yes	Does not own
6	Barkieas E Angula	76122400556	45	Male	2004	18	Yes	Does not own
7	Alfons Marenga	61060800934	60	Male	2005	17	Yes	Does not own
8	Justin Uises	66011700810	56	Female	2005	17	Yes	Does not own
9	Fiina Magano Kavindja	68111000138	53	Female	2005	17	Yes	Does not own
10	Hendrik Ernst Afrikaner	78061800039	44	Male	2005	17	Yes	Does not own
11	Carleton S. Hombseb	80041510275	42	Male	2005	17	Yes	Owns Erf 8233 KAT
12	Viola Kanguatjivi	81022110233	41	Female	2005	17	Yes	Does not own
13	Tulimeva M. Ndipolifa	81090910630	41	Female	2005	17	Yes	Owns Erf 1052 GG
14	Dawid Gawaseb	81112710337	41	Male	2006	16	Yes	Owns Erf 2933 KAT
15	Jackson Tangeni Shivute	70022500219	52	Male	2007	15	Yes	Does not own
16	Niklaas F Hansen	7005200900309	52	Male	2007	15	Yes	Does not own
17	Immanuel Tjivi	71092700730	51	Male	2007	15	Yes	Does not own
18	Hilma Nghishidimbwa	74040800427	48	Female	2007	15	Yes	Does not own
19	Julia Kandjou	77090300000	44	Female	2007	15	Yes	Does not own
20	Alpheus Owos-Oab	78020900209	44	Male	2007	15	Yes	Does not own
21	Rosalia Katjikurupa	78120100115	44	Female	2007	15	Yes	Does not own
22	Frederik Goaseb	84010310127	38	Male	2007	15	Yes	Does not own
23	Garth Cornell Mouton	84072010022	38	Male	2007	15	Yes	Owns Erf 1141 CIM
24	Immanuel Narib	55123100245	67	Male	2008	14	Yes	Does not own
25	Martha V. Muheua	72070100294	50	Female	2008	14	Yes	Does not own
26	Kaino A. Makaya	75060900649	47	Female	2008	14	Yes	Owns ERF 1736 OKU
27	Tabitha U. Albert	81042810017	41	Female	2008	16	Yes	Does not own
28	Lydia Cloete	84052510232	38	Female	2008	16	Yes	Does not own
29	Immanuel T Hochobeb	4811280500095	74	Male	2009	13	Yes	Does not own
30	Reinhard Uirab	68121200237	54	Male	2009	13	Yes	Does not own
31	Zebaldine Hangero	76103100178	46	Female	2009	13	Yes	Does not own
32	Joel Homateni Paulus	83051410087	39	Male	2009	13	Yes	Does not own
33	Nelsine Hengari	62083100107	60	Female	2010	12	Yes	Does not own
34	Muriel L Kariko	73082500056	49	Female	2010	12	Yes	Does not own
35	Salmie ON Shikongo	76101900363	46	Female	2010	12	Yes	Does not own
36	Valde N Haimbodi	79021900122	43	Male	2010	12	Yes	Does not own
37	Ukaurua Kandee	80062010565	42	Male	2010	12	Yes	Does not own
38	Hidishange F Shafashike	82010710010	40	Male	2010	12	Yes	Owns Erf 1077 KAT
39	Sofia Kuzai	82010910125	40	Female	2010	12	Yes	Does not own
40	Bertha Matamu	82061621181	40	Female	2010	12	Yes	Owns Erf 967 CIM
41	Lorraine Kambai	84071610565	38	Female	2010	12	Yes	Does not own
42	Abisai Tuhafeni Nghimwenavali	85062410088	37	Male	2010	12	Yes	Does not own
43	Sakeus Shippepe	86120900233	36	Male	2010	12	Yes	Does not own
44	Ebenezer Isaacks	65101900133	57	Male	2011	11	Yes	Does not own
45	Frederik Gawanab	67011610014	55	Male	2011	11	Yes	Does not own
46	Grace Karukua	77032200176	45	Female	2011	11	Yes	Does not own
47	Mwalesha N Jason	80030300207	42	Female	2011	11	Yes	Does not own

48	Stanley Max Kawaseb	81080710485	41	Male	2011	11	Yes	Does not own
49	Sophia T Kuusta	82090310758	40	Female	2011	11	Yes	Does not own
50	Erastus Ndemwiimba Mumoye	83081510074	39	Male	2011	11	Yes	Does not own
51	Gilbert Kleinbooi	56050501084	66	Male	2012	10	Yes	Does not own
52	Rauna N Shalyefu	69021101084	53	Female	2012	10	Yes	Does not own
53	Dorothea E Hanse	79120100051	43	Female	2012	10	Yes	Does not own
54	Anton Richter	79123100117	43	Male	2012	10	Yes	Does not own
55	Bernadette C Fisch	80010900071	43	Female	2012	10	Yes	Does not own
56	Martin Amukusana Mubita	80060710438	42	Male	2012	10	Yes	Does not own
57	Feinge N Ndilula	83102310060	39	Female	2012	10	Yes	Does not own
58	Silver G Kazombungo	86081300145	36	Male	2012	10	Yes	Does not own
59	Martha K Kameya	87010400407	35	Female	2012	10	Yes	Does not own
60	Timotheus Isaak	91013100317	31	Male	2012	10	Yes	Does not own
61	Chantell Topnaar	92060200776	30	Female	2012	10	Yes	Does not own
62	Letichia Somaes	70101800304	52	Female	2013	9	Yes	Does not own
63	Cecilie N Shilume	75112400234	47	Female	2014	8	Yes	Does not own
64	Rebekka Katrina van Wyk	78092310041	43	Female	2014	8	Yes	Does not own
65	Operi Tjiteree	81060210444	41	Female	2014	8	Yes	Does not own
66	Saara T Kiyala	82082210243	40	Female	2014	8	Yes	Does not own
67	Stefanus Hamutenya	82093010259	40	Male	2014	8	Yes	Does not own
68	Ruben Mbaeva	86062100268	36	Male	2014	8	Yes	Does not own
69	Delizia Mungendje	77101810438	45	Female	2015	7	Yes	Does not own
70	Ujama Beauty Mbinge	79030800038	43	Female	2015	7	Yes	Does not own
71	Charles Goergius Somaeb	84060810576	38	Male	2015	7	Yes	Does not own
72	Gideon Kondjeni Thomas	93120400057	29	Male	2016	6	Yes	Does not own
73	Mandley Daries	710310000267	51	Female	2021	1	Yes	Does not own
74	Wilkka Uupundi	77091200497	45	Female	2021	1	Yes	Does not own
75	Paulinus Ndeumona Amakali	84070710582	38	Male	2021	1	Yes	Does not own
76	Marta Zuri Amtana	64120800601	58	Female	2022	0	Yes	Does not own
77	Festus Haileka Abner	90033000646	32	Male	2022	0	Yes	Does not own
78	Josephine Ndinehafo Shadjuka	94042500021	28	Female	2022	0	Yes	Does not own

OUTCOME OF DEED SEARCH: WAITING LIST FOR LEASE OF MUNICIPAL HOUSES

Demographics					Selection Criteria				
#	Surname	ID Number	Age	Gender	Registered (Year)	Number of Years on List	Grading (Salary)	Namibian Citizenship Yes No	Deeds Search Owns property Does not own
1	LS SHAKWA	73122500930	49	M	06/06/2008	14	B4	Yes	Owns ERF 5096 OTJ
2	SEYAVE	63102800645	59	M	08/07/2008	14	Retired: 31.01.2019	Yes	Does not own
3	EM NAKATHINGO	81041410360	41	F	16/07/2008	14	C3	Yes	Does not own
4	EK HAIFIDI	63050900695	59	M	24/07/2008	14	B4	Yes	Owns ERF 1152 WAN
5	M KHI-KHOEB	78051400038	44	M	17/10/2008	14	B5	Yes	Owns ERF 2805 KAT
6	BEUKES	56081700345		F	26/11/2008	14	Retired: 31.08.2016	Yes	Does not own
7	NEIS	66052900059	56	F	03/2009	13	B3	Yes	Does not own
8	SITARARA	77110300226	45	M	01/06/2011	11	B4	Yes	Does not own
9	HAMIEB-THOMPSON	84070320401	38	F	07/10/2011	11	B5	Yes	Does not own
10	MPASI	74060700401	48	M	31/01/2012	10	C3	Yes	Does not own
11	AUSIKU	77072600035	44	F	06/02/2012	10	D2	Yes	Owns ERF 4521 KHD
12	MUPUNGA	74060600393	48	M	06/02/2012	10	B4	Yes	Does not own
13	GAROES	75011500098	47	F	03/05/2012	10	C2	Yes	Does not own
14	GOWASES	67030700163	55	F	09/05/2012	10	C4	Yes	Does not own
15	HEITA	79040800138	43	M	14/05/2012	10	C3	Yes	Owns ERF 5526 KHD
16	SALOM	83021410324	39	F	22/05/2012	10	B5	Yes	Does not own
17	THEKWANE	86112500167	36	M	31/05/2012	10	B5	Yes	Does not own
18	BOOIS	81041010281	41	F	04/10/2012	10	C2	Yes	Does not own
19	ISAAKS	81011210681	41	M	12/12/2012	10	B3	Yes	Owns ERF 77 OTJ
20	STRAUSS	67040900025	55	M	10/06/2013	9	C2	Yes	Does not own
21	ENGELBRECHT	79112610291	42	M	16/09/2013	9	C3	Yes	Does not own
22	LISAO	76062300291	46	M	19/01/2015	7	C3	Yes	Owns Erf 1423 WAN
23	SHANINGWA	84022510277	38	M	19/01/2015	7	B2	Yes	Owns Erf 1206 KAT
24	THERON	66010100380	56	M	28/01/2015	7	Exited: Incapacity- Ill-Heath	Yes	Does not own
25	AMPUEJA	86091000314	36	M	23/06/2015	7	C4	Yes	Does not own
26	AMOONGA	83080410610	39	F	29/07/2015	7	C1	Yes	Does not own
27	MATEUS	83080410521	39	M	21/06/2016	6	B1	Yes	Does not own
28	KAUTHE	76120500197	46	F	20/07/2016	6	B5	Yes	Owns Erf 5637 KHD
29	MBUMBO	74100400519	47	M	05/09/2016	6	B5	Yes	Does not own
30	SMITH	83042310310	39	F	09/09/2016	6	C2	Yes	Owns Erf 5535 KHD
31	MAPANI	77010300062	45	F	08/09/2016	6	C4	Yes	Does not own
32	MARINDA	73020202880	49	M	22/06/2017	5	A3	Yes	Does not own
33	NKOSHI	88031600066	34	M	19/07/2017	5	B5	Yes	Owns Erf 9795 KAT
34	MWILIMA	77080400082	45	M	03/11/2017	5	C3	Yes	Does not own
35	TJIVINDE	76083010047	46	M	08/03/2018	4	B5	Yes	Does not own
36	MASULE	77060410497	45	M	27/07/2018	4	A3	Yes	Does not own
37	MBONGO	82120410437	40	M	26/06/2019	3	B5	Yes	Does not own
38	KEKUEMANG	77110800083	44	M	18/10/2019	3	B4	Yes	Does not own
39	KAVANGA	77031600673	46	M	18/10/2019	3	B2	Yes	Does not own
40	SHIKUSHO	77050110396	45	M	18/10/2019	3	A3	Yes	Does not own
41	ARAEB	6602020382	56	M	07/12/2019	3	C1lr	Yes	Does not own
42	TJIMBUNDU	76110910392	57	M	03/03/2021	1	C2	Yes	Does not own
43	HUKUNUNA	65080801964		M	25/01/2022	1	C2	Yes	Does not own
44	ROOY	9212280027	30	F	16/06/2022	0	A3	Yes	Does not own

MANAGEMENT COMMITTEE AND COUNCIL

SCHEDULE FOR 2023



The Gateway to Better Opportunities

COUNCILLORS' 2022/2023 TERM OF OFFICE EXPIRES ON 30 NOVEMBER 2023

WEEKDAY	DATE	MEETING	MEETING NUMBER	TIME
JANUARY 2023				
Tuesday	17 January	Management Committee	01	14:30
Thursday	26 January	Council	01	17:30
FEBRUARY 2023				
Tuesday	07 February	Management Committee	02	14:30
Tuesday	21 February	Management Committee	03	14:30
Tuesday	28 February	Council	02	17:30
MARCH 2023				
Tuesday	07 March	Management Committee	04	14:30
Wednesday	22 March	Management Committee	05	14:30
Thursday	31 March	Council	03	17:30
APRIL 2023				
Tuesday	04 April	Management Committee	06	14:30
Tuesday	18 April	Management Committee	07	14:30
Thursday	27 April	Council	04	17:30
MAY 2023				
Tuesday	09 May	Management Committee	08	14:30
Tuesday	23 May	Management Committee	09	14:30
Wednesday	31 May	Council	05	17:30
JUNE 2023				
Tuesday	06 June	Management Committee	10	14:30
Tuesday	20 June	Management Committee	11	14:30
Thursday	29 June	Council	06	17:30
JULY 2023				
Tuesday	04 July	Management Committee	12	14:30
Tuesday	18 July	Management Committee	13	14:30
Thursday	27 July	Council	07	17:30
AUGUST 2023				
Tuesday	08 August	Management Committee	14	14:30
Tuesday	22 August	Management Committee	15	14:30
Thursday	31 August	Council	08	17:30
SEPTEMBER 2023				
Tuesday	05 September	Management Committee	16	14:30
Tuesday	19 September	Management Committee	17	14:30
Thursday	28 September	Council	09	17:30
OCTOBER 2023				
Tuesday	03 October	Management Committee	18	14:30
Tuesday	17 October	Management Committee	19	14:30
Thursday	26 October	Council	10	17:30
NOVEMBER 2023				
Tuesday	07 November	Management Committee	20	14:30
Thursday	16 November	Council	11	17:30

DECEMBER 2023

-966-

DECEMBER 2023				
Friday	01 December	Special Council		
		Nomination and Election of 2023/2024 Office Bearers		14:30
		Inauguration of 2023/2024 Office Bearers		15:30
		Special Management Committee		
		Election of 2023/2024 Management Committee Members		(After Inauguration)
COUNCIL RECESS FROM 02 DECEMBER 2023 UNTIL 15 JANUARY 2024				
WEEKDAY	DATE	MEETING	MEETING NUMBER	TIME
JANUARY 2024				
Tuesday	16 January	Management Committee	01	14:30
Thursday	25 January	Council	01	17:30

23 September 2022

Mr. O' Brien Hekandjo
Acting Chief Executive Officer
City of Windhoek
P.O. Box 59
Windhoek



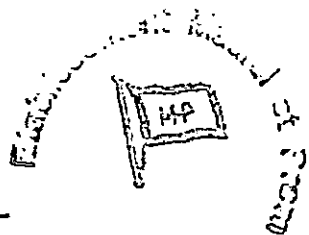
Subject: Provision of sanitary facilities at Tobias Hainyeko community

Dear Mr. Hekandjo,

Our company, Maurel and Prom Namibia Pty Ltd, with registration number F/531877884, would like to offer to provide additional sanitary facilities, in the value of 12,000.00 USD for year 2022 and 15,000.00 USD for year 2023, for the community that was identified with the Regional Councilor of the Tobias Hainyeko Constituency, the Hon. Christopher Likuwa (MP).

We thank you for this opportunity to help and we hope to receive your guidance on the way forward on this regard.

Sincerely,



Genieville Mangubat-Coppard
Deputy General Manager
Maurel and Prom Namibia Pty Ltd.

CITY OF WINDHOEK

✉ 59
WINDHOEK

☎ 061-290-2574
Fax 061-290-2091



The Gateway to Endless Opportunities

MINUTES of the Council Advisory Sub-Committee Meeting held on Wednesday, 21 September 2022, 14:30, Alderman Matheus Shikongo Boardroom

HERITAGE COMMITTEE (Street & Place Naming/Renaming)

ENQUIRIES: Ms M Haimbodi/Ms W. Munyanya
TELEPHONE: 290 3561/2353

AGENDA

1. Welcoming
2. Apologies
3. Adoption of agenda
4. Approval of the minutes
5. Matters arising from the previous minutes
6. **New Matters**
 - 6.1 Draft Committee Report
 - 6.2 Response to the Petition
 - 6.3 Council submission on the Street Renaming procedures

PRESENT

Dr. J.S. Amupanda	Chairperson
Cllr C. Hanases	Deputy Chairperson
Cllr S.S. Gawanas	Member
Cllr B. Araeb	Member
Cllr J. Uapingene	Member
Cllr S. S. Nujoma	Member (virtual)
Cllr Q.O. Kamati	Member (virtual)

IN ATTENDANCE

Mr. P. Van Rensburg	SE: Urban and Transport Planning
Ms Z. Steenkamp	Acting SE: Economic Development & Community Services
Mr V. Endjala	Manager: Sustainable Development
Ms L. Figaji	Section Head: Business Development
Ms. G. Pujatura	Section Head: Tourism
Ms. M.N. Haimbodi	Coordinator: MC Affairs

1. Welcoming

The Chairperson welcomed everyone present. He however, raised an issue that there are no Heritage Site in Katutura and the latter was discussed at the recently held Heritage Workshop.

Recommended

1. That the old Katutura houses that are older than 50 years be identified and reserved for conservation as heritage resources. Houses should be identified from the following locations; Herero, Damara, Wamboe, Donkerhoek & Gemengde
2. That the consideration be placed on the diversity, though the houses are the same, the stories are different, which means every house must be unique in term of the history of the lokasie. That a historical mile be developed, documented and promoted to boost tourism to Katutura
3. That focus be placed on houses where people of significance resided, i.e. social, political, educational icons.
4. That through the new Council affordable houses project, avail six (6) houses to the identified families to be moved into these modern houses
5. That an item be prepared as an introduction of the initiative/program and obtain approval to engage the community, in terms of identifying the houses, and the modality as to how further engagements could take place.
6. That inputs from the Department of Housing be sourced for consideration.

2. Apologies

No apology was tendered.

3. Adoption of the Agenda

Agenda was adopted with the following additional items:

Response to the Petition as item 6.2

Council submission on Street Renaming procedures as item 6.3

4. Matter of the minutes (11 March 2022)

That the minutes be approved subject to the following correction of Item 2.

- 4.1 That Cllr Joseph Uapingene be recorded as absent without apology.

5. Matters arising from the Minutes

None

6. New Matters

6.1 Draft Committee Report

6.1.1 That the Chairperson will advise the guidelines on the draft report.

6.2 Response to the Petition

6.2.1 That the matter be referred to MC whereby it will be recommended to Council with recommendation of the Heritage Committee as resolved by Council resolution 332/10/2020 for consideration.

6.2.1 That the Heritage workshop report of the 15th and 16th June 2022 be attached to the item for MC and Council consideration.

6.2.2 That it be noted that the propose future utilization of the site requires Public Participation/consultation involvement whereby an advert should be placed in the newspapers upon Council resolution.

6.3 Council Submission on Street Renaming

6.3.1 That the current process of referring submissions for Street Renamings back to MC and Council after the Cllrs committee have applied the Council Policy be noted. That it also be noted that these referrals of decisions in essence already taken is unnecessarily burdening MC and Council agendas, while at the same time there existing already a Council approved framework and a Cllrs committee dealing specifically with this aspect.

6.3.2 That the directive of MC at its meeting in June to review and recommend an alternative process be noted.

- 6.3.3 That in this regard the Department.: Urban and Transport Planning in consultation with the Legal Division drafted a proposal to delegate the necessary powers to the Heritage Committee to streamline the process and to ensure faster service to residents in this regard.
- 6.3.4 That the draft submission, including a delegation of the powers to approve the street renaming/naming to the Heritage Committee, be approved for further submission.
- 6.3.5 That following approval the committee will consider and decide over current outstanding applications as well as all new applications going forward.

7. Closing

The Chairperson thanked everyone present at the meeting.

The meeting adjourned at 15:30

Minutes compiled by

Martha Haimbodi

Checked by

.....
Mr P. van Rensburg

SE: UTP

.....
Ms Grace Pujatura

Section Head: Tourism

Approved by

.....
Cllr J.S. Amupanda

Chairperson

MEMORANDUM

Annexure "C"

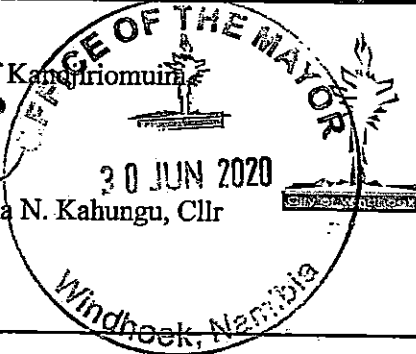
974

TO: Mr. Reckliff Kandjiriomuini
Acting CEO

DATE: 30 June 2020

FROM: Mrs. Fransina N. Kahungu, Cllr
MAYOR

REF: 42/06/2020



Dear Mr. Kandjiriomuini,

SUBJECT: PETITION TO REMOVE THE STATUE OF CURT VON FRANCOIS

The above subject matter bears reference.

This memorandum serves to inform you that my office is in receipt of the attached petition from residents of Windhoek on the removal of the statue of Curt von Francois.

In this regard, I am submitting the petition to your office for submission to Council through the relevant department.

Yours in inclusive development,

Cc: *His Worship Cllr I. Subasubani, Deputy Mayor*
Cllr M. Shiikwa, Chairperson Management Committee

A CURT" AREWELL

WHO WAS CURT?

CURT VON FRANCOIS WAS BORN IN LUXEMBOURG ON 2 OCTOBER 1862. HE WAS THE CAPTAIN OF THE SCHUTZTRUPPE, AND THE REICHKOMMISSIONER (IMPERIAL COMMISSIONER) OF "GERMAN SOUTH WEST AFRICA".

WHY WAS HE HERE?

HE WAS SENT TO PROVIDE "SECURITY" TO THE NEWLY FORMED GERMAN COLONY THAT WAS ESTABLISHED AT THE 1884 BERLIN CONFERENCE. HE ARRIVED IN WALVIS BAY ON 24 JUNE 1888 WITH 21 TROOPERS, 8 SOLDIERS OF THE IMPERIAL ARMY AND 13 VOLUNTEERS ON A TRIP THAT WAS DISGUISED AS A "SCIENTIFIC EXPEDITION".

WHEN DID HE GET TO WINDHOEK

BEFORE ARRIVING IN WINDHOEK HE WAS BASED IN OTJIMBINGWE AND TSAOBIS. HE CREATED BLOCKADES ON HERERO TRADE ROUTES THAT LED TO WALVIS BAY. AFTER CONFISCATING THEIR GOODS AND AMMUNITION, HE PERSUADED THEM TO SIGN A "PROTECTION TREATY". HE LATER ARRIVED IN WINDHOEK 16 OCTOBER 1890 AND BEGAN BUILDING THE ALTE FESTE TO "PROTECT THEMSELVES FROM HOSTILE NATIVES".

MASSACRE AT HOORNKRAANS

ON 12 APRIL 1893 CURT VON FRANCOIS LAUNCHED A SURPRISE ATTACK ON HENDRIK WITBOOI AT HIS SETTLEMENT OF HOORNKRAANS BECAUSE WITBOOI REFUSED TO SIGN A "PROTECTION TREATY". MORE THAN 80 OF WITBOOI'S PEOPLE WERE KILLED (MOSTLY WOMEN AND CHILDREN) BY VON FRANCOIS AND HIS ARMY OF 200 SOLDIERS. HE THEN CAPTURED 30 TO 40 WOMEN (INCLUDING WITBOOI'S WIFE AND DAUGHTER) AND BROUGHT THEM TO WINDHOEK AS PRISONERS TO "PUNISH" WITBOOI WHO HAD ESCAPED THE ATTACK.

THEN WHAT HAPPENED?

DESPITE HIS BRUTAL ATTACK ON HOORNKRAANS, VON FRANCOIS WAS UNABLE TO CAPTURE OR KILL HENDRIK WITBOOI WHICH DID NOT PLEASE HIS SUPERIORS. THE LEFT-LEANING PRESS IN GERMANY CONDEMNED HIS ATTACK ON WOMEN AND CHILDREN. HIS LACK OF SUCCESS IN CONTROLLING THE COLONY LED TO HIM BEING REPLACED BY MAJOR THEODOR LEUTWEIN IN MARCH 1894. VON FRANCOIS THEN RETURNED TO GERMANY, RETIRED FROM THE MILITARY AND DIED IN 1931.

THE STATUE

THIS STATUE WAS ERECTED ON THE 75TH ANNIVERSARY OF THE "SECOND FOUNDING" OF WINDHOEK, NAMELY ITS WHITE EUROPEAN FOUNDING OF THE CITY. THIS COMMEMORATION TOOK PLACE A MERELY 7 YEARS AFTER THE FORCED REMOVALS OF WINDHOEK'S BLACK POPULATION FROM OLD LOCATION TO WHITEN AND SEGREGATE THE CITY.

SOURCES

- THE WITBOOI BY EDWIG HELBIG AND WERNER HILDEBRECHT PAGES 26-34
- WINDHOEK: CAPITAL OF NAMIBIA BY BARBARA BRAVENBOER PAGES 14-17
- NATIONAL MONUMENTS IN NAMIBIA BY ANOREAS VOGT PAGES 56-58 AND 110-119

ONLINE

- CONFLICT AND POWER IN NINETEENTH-CENTURY NAMIBIA BY BRIGITTE LAU PAGES 29-39
<https://www.jstor.org/stable/1818357>
- SEO=1#METADATA_INFO TAB: CONTENTS



WHY DOES THIS MATTER?

CURT VON FRANCOIS WAS NOT THE FOUNDER OF WINDHOEK. HE WAS THE FIRST EUROPEAN SETTLER OF WINDHOEK, WHICH COMPLETELY ERASES THE HISTORY OF THE WINDHOEK BEFORE GERMAN OCCUPATION. JONKER AFRIKANER RECEIVED PERMISSION FROM //OASEB, HEAD OF THE THE KAI//KHAUN TO CREATE A SETTLEMENT HERE IN 1825. THE LAND STRETCHED FROM EAST OF WINDHOEK TO THE NORTH OF THE KUISEB RIVER. JONKER AFRIKANER BUILT A CHURCH AND SETTLEMENT FOR AROUND 600 PEOPLE.

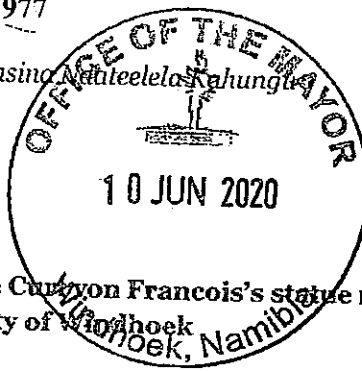
CHOOSING TO ERECT A STATUE TO HONOUR VON FRANCOIS 7 YEARS AFTER OLD LOCATION UPRISING WAS A WAY TO EXERT WHITE MILITARY AND POLITICAL DOMINANCE IN WINDHOEK IN 1965. CELEBRATING A MAN WHO MURDERED WOMEN AND CHILDREN IS NOT A LEGACY THAT THIS CITY SHOULD CONTINUE. CURT VON FRANCOIS WAS THE FIRST STEPPING STONE THAT LED TO THE PERSECUTION, ABUSE AND GENOCIDE OF THE NAMA AND HERERO PEOPLE. HE WAS FOLLOWED BY LEUTWEIN IN 1894, WHO WAS THEN FOLLOWED BY VON TROTHA IN 1894. THEY WERE SENT TO EXERT COMPLETE AND TOTAL DOMINATION OF THIS LAND AND ITS PEOPLE. CONSEQUENCES OF WHICH ARE STILL SEEN TODAY IN OUR LAND AND WEALTH DISPARITIES.

WE CAN NO LONGER HOLD SPACE FOR VON FRANCOIS, HIS STATUE, AND THE LEGACIES THAT UPHOLD HIM.

WE BID HIM A CURT FAREWELL.

To the Mayor of the City Windhoek, Councillor Fransina Naitetelelo Kahungu

977



10 June 2020
Windhoek, Namibia

**A Curt Farewell : Petition to have Curt von Francois's statue removed
from the City of Windhoek**

Towering over the city of Windhoek stands the statue of Curt von Francois, a man who has been erroneously called the "founder" of Windhoek (historically known as /Ae//Gams by the Nama and Otjomuise by the Ovaherero).

The statue was erected on 18 October 1965 to commemorate the 75 year anniversary of his supposed founding of Windhoek in 1890. This statue was erected and commemorated a mere 7 years after the forced removals of Windhoek's black population from the Old Location to whiten and segregate the city.

Continuing to keep Curt von Francois on his pedestal at the intersection of Sam Nujoma Drive and Independence Avenue is a painful erasure of the city's history and that of its rightful founder, Jonker Afrikaner. This colonial monument continues to feed the incorrect narrative that "this land was empty" until he "discovered" it.

While the city has rightly renamed old colonial streets - like the former Kaiser Street to the current Independence Avenue, and Curt von Francois Avenue to Sam Nujoma Drive - it is now time that it publicly corrects the image of the city's founder, and ceases honouring colonial faces.

Curt von Francois was responsible for the building of the Alte Feste, a military fort meant to protect the interests of the German colonial regime, and that is where his statue belongs. He should be confined within the walls that he built, next to the other statue of a bygone and violent era - the Reiterdenkmal - to contemplate their violent colonial legacies until the end of time.

WHAT WE WANT:

1. We, citizens of Windhoek, ask that this statue be removed as soon as possible and be replaced by a sculpture of Windhoek's true founder: Jonker Afrikaner.
2. The new sculpture should be commissioned by the City via an open call to Namibian artists and sculptors, and be erected on 18 October 2020: roughly 180 years after Windhoek's actual founding.

While we cannot change our city's dark and violent history, we can change what we commemorate from that history. We owe it to Jonker Afrikaner, Samuel Maherero, Hendrik Witbooi, and the thousands of Nama and Herero people who were subjected to genocide by the murderous German Colonial Regime. We owe it to our current and future generations that the true history of our beautiful, yet complex city is not forgotten.

We bid him a "Curt" farewell.

change.org

Recipient: The Mayor of the City of Windhoek, Fransina Kahungu, The CEO of the City of Windhoek, Robert Kahimise, The Councillors of the City of Windhoek

Letter: Greetings,
A Curt Farewell

Signatures

Name	Location	Date
Hildegard Titus	Windhoek, Namibia	2020-06-08
Jenny Kandenge	Windhoek, Namibia	2020-06-08
Jason Kooper	Windhoek, Namibia	2020-06-08
CEDRIC GEINGOB	Swakopmund, Namibia	2020-06-08
Manuela Lima	Luanda, Angola	2020-06-08
Kelvin Vries	Windhoek, Namibia	2020-06-08
Masiyaleti Mbewe	Bokaa, Botswana	2020-06-08
Igonda Kloeblen	Pliezhausen, Germany	2020-06-08
Ivonne Lipenda	Windhoek, Namibia	2020-06-08
Kristine Haidula	Namibia	2020-06-08
Tiro Molefe	Johannesburg, South Africa	2020-06-08
Kelly Botes	Windhoek, Namibia	2020-06-08
Loide Uushona	Windhoek, Namibia	2020-06-08
Mutonde Sheehama	Nkurenkuru, Namibia	2020-06-08
Mehafo Amunyela	Windhoek, Namibia	2020-06-08
Courage Gondo	Windhoek, Namibia	2020-06-08
Esther Nantana	Windhoek, Namibia	2020-06-08
Tadeu Upite	Namibia	2020-06-08
Marvin Haimbodi	Nicosia, Cyprus	2020-06-08
Josy Nghipandua	Windhoek, Namibia	2020-06-08

Name	Location	Date
Place Pamburai	Windhoek, Namibia	2020-06-08
Anna Akweenda	Windhoek, Namibia	2020-06-08
Fessy Shipo	Windhoek, Namibia	2020-06-09
Sophia Tjikune	Orlando, Florida, US	2020-06-09
Shen Nanyanga	Windhoek, Namibia	2020-06-09
Tisha Ester	Windhoek, Namibia	2020-06-09
Sam Endjala	Windhoek, Namibia	2020-06-09
Banshee Boois	Windhoek, Namibia	2020-06-09
La Hja	Windhoek, Namibia	2020-06-09
Jakobina Gideon	Windhoek, Namibia	2020-06-09
Tyrannus Nandjebo	Windhoek, Namibia	2020-06-09
Nestor Shoongo	Windhoek, Namibia	2020-06-09
Rauna Gonsalves	Windhoek, Namibia	2020-06-09
Veneruru Martin	Windhoek, Namibia	2020-06-09
Kulan Ganes	London, UK	2020-06-09
Pelagia Joseph	Nkurenkuru, Namibia	2020-06-09
Martha Theophelus	Windhoek, Namibia	2020-06-09
Johannes Piniku	Oshikango, Namibia	2020-06-09
Thabo Fredericks	Windhoek, Namibia	2020-06-09
Lebbeus Hashikutuva	Windhoek, Namibia	2020-06-09
Wilson Williams	Windhoek, Namibia	2020-06-09
Raylin Uirab	Windhoek, Namibia	2020-06-09

Name	Location	Date
Likius Hashikutuva	Windhoek, Namibia	2020-06-09
Ivor Aib	Windhoek, Namibia	2020-06-09
Nelago Shilongoh	Oshikango, Namibia	2020-06-09
Ivy Shikongo	Windhoek, Namibia	2020-06-09
Suama Abiatar	Windhoek, Namibia	2020-06-09
mina lu	Windhoek, Namibia	2020-06-09
O B	Walvis Bay, Namibia	2020-06-09
Sheyavari Thimoteus Gotlieb	Windhoek, Namibia	2020-06-09
Alina Shikongo	Otjiwarongo, Namibia	2020-06-09
D Van Wyk	Windhoek, Namibia	2020-06-09
One Arm	Oshakati, Namibia	2020-06-09
Wennyth Farmer	Windhoek, Namibia	2020-06-09
Vitjitua Ndjiharine	New York, New York, US	2020-06-09
Hope Akuupa	Windhoek, Namibia	2020-06-09
clemesia barnabas	Windhoek, Namibia	2020-06-09
Paul Chris	Windhoek, Namibia	2020-06-09
Nelago Nelumbu	Namibia	2020-06-09
Ellen Shiimi	Windhoek, Namibia	2020-06-09
Martha Kaukungwa	Windhoek, Namibia	2020-06-09
Alushe Mupewa	Windhoek, Namibia	2020-06-09
Aaron Muyamba	Namibia	2020-06-09

Name	Location	Date
Colin Sakaria	Windhoek, Namibia	2020-06-09
Nade Kaupitwa	Windhoek, Namibia	2020-06-09
Albertina Shaamena	Windhoek, Namibia	2020-06-09
Tuya Amukoto	Outapi, Namibia	2020-06-09
Sheya Ford	Windhoek, Namibia	2020-06-09
Debby Delport	Windhoek, Namibia	2020-06-09
Nongee Kandjii	Windhoek, Namibia	2020-06-09
Brendon Pacino	Windhoek, Namibia	2020-06-09
Maggy Joseph	Windhoek, Namibia	2020-06-09
Diana-Rose Nashongo	Rundu, Namibia	2020-06-09
Dantago K	Windhoek, Namibia	2020-06-09
Nuukongo Auala	Windhoek, Namibia	2020-06-09
Junestus Negongo	Windhoek, Namibia	2020-06-09
Peter Kewowo	Windhoek, Namibia	2020-06-09
Tangeni Thomas	Windhoek, Namibia	2020-06-09
Moses Shikongo	Windhoek, Namibia	2020-06-09
Tupopila Haitula	Windhoek, Namibia	2020-06-09
Isabel Katjavivi	Windhoek, Namibia	2020-06-09
Gina Figueira	Windhoek, Namibia	2020-06-09
joseph kafunda	Walvis Bay, Namibia	2020-06-09
SOLLY ANGALA	Windhoek, Namibia	2020-06-09
Secilia Akawa	Uutapi, Namibia	2020-06-09

Name	Location	Date
Ndiilo Nthengwe	Windhoek, Namibia	2020-06-09
Rakotoka Zaire	Windhoek, Namibia	2020-06-09
Mwahafar Ndilula	Windhoek, Namibia	2020-06-09
Tuli Amakali	Windhoek, Namibia	2020-06-09
Karen Halueendod	Windhoek, Namibia	2020-06-09
Dominic Nathan	Windhoek, Namibia	2020-06-09
Bernard Moore	Windhoek, Namibia	2020-06-09
Kimber-leigh Ndjiharine	Swakopmund, Namibia	2020-06-09
Cabo Neres	Oshikango, Namibia	2020-06-09
Actofel ilovu	Windhoek, Namibia	2020-06-09
Ismael Shivute	Windhoek, Namibia	2020-06-09
David Nujoma	Windhoek, Namibia	2020-06-09
Nero Franco	Windhoek, Namibia	2020-06-09
ANNE Hambuda	Windhoek, Namibia	2020-06-09
Petrus Nathinge	Windhoek, Namibia	2020-06-09
Ruthy Omagz	Windhoek, Namibia	2020-06-09
Veikko Silas	Windhoek, Namibia	2020-06-09
Leni Muta	Namibia	2020-06-09
Islam Islam	Oshakati, Namibia	2020-06-09
Melkisedek Ausiku	Windhoek, Namibia	2020-06-09
Jaimey Tjombonde	Windhoek, Namibia	2020-06-09
Phillip Lühl	Windhoek, Namibia	2020-06-09

Name	Location	Date
Zoa Wustrow	Cape Town, South Africa	2020-06-09
Mulife Limbo	Windhoek, Namibia	2020-06-09
Hilma Shapumba	Windhoek, Namibia	2020-06-09
Jurgen Katjivena	Windhoek, Namibia	2020-06-09
Melissa Israel	Swakopmund, Namibia	2020-06-09
Iilonga Bertha Ndatya	Windhoek, Namibia	2020-06-09
Ndeshipewa Nghifikua	Windhoek, Namibia	2020-06-09
Josephine Sheyadiva	Windhoek, Namibia	2020-06-09
Tulonga Nakale	Oshakati, Namibia	2020-06-09
Graham Hopwood	Windhoek, Namibia	2020-06-09
Samuel Ndungula Ndungula	Windhoek, Namibia	2020-06-09
Julia Gideon	Namibia	2020-06-09
Jeffrey Shomongula	Windhoek, Namibia	2020-06-09
Marvellous Shilongo	Swakopmund, Namibia	2020-06-09
Uazukuani Uazukuani	Windhoek, Namibia	2020-06-09
Sheya Wilbard	Windhoek, Namibia	2020-06-09
Mathew Haikali	Windhoek, Namibia	2020-06-09
Mitchell Simataa	Windhoek, Namibia	2020-06-09
Otshegeditse Phuthego	Windhoek, Namibia	2020-06-09
Jonathan Solomons	Windhoek, Namibia	2020-06-09
Sebby Ashipala	Windhoek, Namibia	2020-06-09

Name	Location	Date
Demetrio Möwes	Windhoek, Namibia	2020-06-09
Nanj Limbo	Windhoek, Namibia	2020-06-09
Sesilia Kauluma	Windhoek, Namibia	2020-06-09
Aletta Nampala	Windhoek, Namibia	2020-06-09
Protasius Ndauendapo	Windhoek, Namibia	2020-06-09
Ester Ipinge	Windhoek, Namibia	2020-06-09
Jesley Zakaapi	Windhoek, Namibia	2020-06-09
Landi Moses	Windhoek, Namibia	2020-06-09
Leroy Diocotlhe	Windhoek, Namibia	2020-06-09
Hilya Mervin Nghililewanga	Windhoek, Namibia	2020-06-09
Tarohole Niipare	Windhoek, Namibia	2020-06-09
Sofia Angula	Windhoek, Namibia	2020-06-09
Tuna Herman	Ipswich, UK	2020-06-09
Lavinia Kapewasha	Windhoek, Namibia	2020-06-09
Unomasa Makari	Walvis Bay, Namibia	2020-06-09
Ndeshi Kamungu	Nanchang, China	2020-06-09
Sunnypo Imalwa	Windhoek, Namibia	2020-06-09
Christiaan Prinsloo	Windhoek, Namibia	2020-06-09
Fiina Shiwa	Windhoek, Namibia	2020-06-09
Sigo Eliaser	Namibia	2020-06-09
Kalipi Aluvilu	Windhoek, Namibia	2020-06-09
Ruth Chunga	Windhoek, Namibia	2020-06-09

Name	Location	Date
Penda Namundjebo	Windhoek, Namibia	2020-06-09
Martha Akawa	Windhoek, Namibia	2020-06-09
Grace Shimutwikeni	Windhoek, Namibia	2020-06-09
Jasmine Motinga	Windhoek, Namibia	2020-06-09
Tias Mumbala	Windhoek, Namibia	2020-06-09
Vivacious Shanyengange	Windhoek, Namibia	2020-06-09
Kevin Uno	Windhoek, Namibia	2020-06-09
Dave Athawise	Windhoek, Namibia	2020-06-09
Nathan Nehoya	Oranjemund, Namibia	2020-06-09
Samora Ndakukamo	Windhoek, Namibia	2020-06-09
Refilwe Masaka	Windhoek, Namibia	2020-06-09
Martin Atshipara	Windhoek, Namibia	2020-06-09
Tuli Kamati	Lusaka, Zambia	2020-06-09
Justin Ellis	Windhoek, Namibia	2020-06-09
Elsa Perestrelo	Oshakati, Namibia	2020-06-09
Maria Nangolo	Windhoek, Namibia	2020-06-09
Victoria Gideon	Windhoek, Namibia	2020-06-09
Lizaan van Wyk	Windhoek, Namibia	2020-06-09
Mwayona Metumo Mwapangasha	Windhoek, Namibia	2020-06-09
Lara-Lyn Ahrens	Windhoek, Namibia	2020-06-09
Ester Shapwa	Windhoek, Namibia	2020-06-09

Name	Location	Date
Guillermo Delgado	Windhoek, Namibia	2020-06-09
Thilo Müller	Windhoek, Namibia	2020-06-09
Roger Dausab	Swakopmund, Namibia	2020-06-09
Uzuvira Kandjavera	Oshikango, Namibia	2020-06-09
Nashilongweshipwe Mushaandja	Windhoek, Namibia	2020-06-09
Emma Helao	Windhoek, Namibia	2020-06-09
Tusneld Tiofelus	Windhoek, Namibia	2020-06-09
Nico Smit	Windhoek, Namibia	2020-06-09
Kaanduka Natanael Natangwe	Swakopmund, Namibia	2020-06-09
Siegfried Skeper	Windhoek, Namibia	2020-06-09
Tegelela Ndungula	Namibia	2020-06-09
Leonard Kambonde	Windhoek, Namibia	2020-06-09
Hilma Hatupopi	Windhoek, Namibia	2020-06-09
Elisa Härlin	Swakopmund, Namibia	2020-06-09
Tim Huebschle	Windhoek, Namibia	2020-06-09
Mike M	Exeter, UK	2020-06-09
Romario Rhoman	Otavi, Namibia	2020-06-09
Bufelo Lushetile	Windhoek, Namibia	2020-06-09
Steve Angula	Windhoek, Namibia	2020-06-09
Caarina Shidiwe	Windhoek, Namibia	2020-06-09
Ngondi Kandjii	Windhoek, Namibia	2020-06-09

Name	Location	Date
Elma Iyambo	Oranjemund, Namibia	2020-06-09
Nikolai Tjongarero	Windhoek, Namibia	2020-06-09
Jon Ngonyi	Windhoek, Namibia	2020-06-09
Vekoo Kandjii	Namibia	2020-06-09
Annatjie Ipíngé	UK	2020-06-09
Pollen Eixab	Windhoek, Namibia	2020-06-09
Silvester Gawaseb	Windhoek, Namibia	2020-06-09
Johanna Paulus	Namibia	2020-06-09
Emill Koita	Windhoek, Namibia	2020-06-09
Edward Nepolo	Windhoek, Namibia	2020-06-09
Pewa Buchani	Swakopmund, Namibia	2020-06-09
Kitty Mcgirr	San Diego, California, US	2020-06-09
Ndahafa Hawanga	Windhoek, Namibia	2020-06-09
Uno Kaveru	Windhoek, Namibia	2020-06-09
Lazarus Nuule	Namibia	2020-06-09
Rodelio Lewis	Windhoek, Namibia	2020-06-09
Frans Nghipandulwa	Otjiwarongo, Namibia	2020-06-09
Betty Sibeso	Windhoek, Namibia	2020-06-09
Chantay Herunga	Windhoek, Namibia	2020-06-09
Pauline Shiweda	Windhoek, Namibia	2020-06-09
Raffaele Perniola	Aarau, Switzerland	2020-06-09
Laina Mbandi	Windhoek, Namibia	2020-06-09

Name	Location	Date
Zodidi Gaseb	Windhoek, Namibia	2020-06-09
Lapita Amulungu	Windhoek, Namibia	2020-06-09
Iyaloo Konstantinus	Namibia	2020-06-09
Tina Schönheit	Hildesheim, Germany	2020-06-09
Magdalena Angula	Windhoek, Namibia	2020-06-09
Hilma Shuumbwa	Windhoek, Namibia	2020-06-09
Malcolm Kambanzeru	Windhoek, Namibia	2020-06-09
Cornelius Ndjoba	Windhoek, Namibia	2020-06-09
Vernon Sawyers	Okahandja, Namibia	2020-06-09
Lesley Vanderwalt	Sydney, Australia	2020-06-09
Sandra Mwiihangele	Rehoboth, Namibia	2020-06-09
Michela Pakarae	Windhoek, Namibia	2020-06-09
Elise Ndjoba	Eenhana, Namibia	2020-06-09
Esther Eino	Swakopmund, Namibia	2020-06-09
Vendjihonga Katjaimo	Bellville, South Africa	2020-06-09
Lisa Roulet	Basel, Switzerland	2020-06-09
Winnie Kanyimba	Basel, Switzerland	2020-06-09
haindere paskalius	Windhoek, Namibia	2020-06-09
J NH	Windhoek, Namibia	2020-06-09
Pohamba Unoovene	Windhoek, Namibia	2020-06-09
Cherishe Jade	Windhoek, Namibia	2020-06-09
Penephupifo Hedinbi	Windhoek, Namibia	2020-06-09

Name	Location	Date
Amalia Namwandi	Rundu, Namibia	2020-06-09
Nanghali Aihuki	Windhoek, Namibia	2020-06-09
Mwaka Mukwame	Windhoek, Namibia	2020-06-09
Rinaani Musutua	Windhoek, Namibia	2020-06-09
Abigail Mushendami	Windhoek, Namibia	2020-06-09
Hileni Oskar	Windhoek, Namibia	2020-06-09
Naftal Sylvanus	Windhoek, Namibia	2020-06-09
Janice Ongole	Mbabane, Swaziland	2020-06-09
Evander January	Windhoek, Namibia	2020-06-09
Marshall Petersen	Windhoek, Namibia	2020-06-09
Selma Shiiga	Windhoek, Namibia	2020-06-09
Yvette Abrahams	Cape Town, South Africa	2020-06-09
Meagan Sauls	Windhoek, Namibia	2020-06-09
Peter Mloki	Windhoek, Namibia	2020-06-09
Jamiro Malan	Windhoek, Namibia	2020-06-09
Patricia Amoomo	Windhoek, Namibia	2020-06-09
VAino Asino	Windhoek, Namibia	2020-06-09
Celine Haiketi	Rundu, Namibia	2020-06-09
King Kamwi	Oshikango, Namibia	2020-06-09
Zorena Jantze	Windhoek, Namibia	2020-06-09
Ndahafa Wilbard	Windhoek, Namibia	2020-06-09
Yvonne Morado	Salinas, California, US	2020-06-09

Name	Location	Date
Faith Kavamba	Windhoek, Namibia	2020-06-09
Djunior Svane	Windhoek, Namibia	2020-06-09
Sophie Haikali	Windhoek, Namibia	2020-06-09
Freddy Embanga	Windhoek, Namibia	2020-06-09
Santeri Rönni	Windhoek, Namibia	2020-06-09
Kepale Haihambo	Windhoek, Namibia	2020-06-09
Martha Herman	Windhoek, Namibia	2020-06-09
Eugene Augustus	Windhoek, Namibia	2020-06-09
Sarah Bennett	Edinburgh, UK	2020-06-09
Tuhafeni Hamukoto	Otjiwarongo, Namibia	2020-06-09
Kamwi Liswaniso	Hull, UK	2020-06-09
Mbinao Mukuambi	Windhoek, Namibia	2020-06-09
Ndapandula Nghixulu	Russia	2020-06-09
Penny Embanga	Windhoek, Namibia	2020-06-09
Erastus Erastus	Windhoek, Namibia	2020-06-09
Ndapewa-Diana Amukuu	Windhoek, Namibia	2020-06-09
Galvin Kaiyamo	Windhoek, Namibia	2020-06-09
Lesley-Anne van Wyk	Windhoek, Namibia	2020-06-09
Ramatoulie Sallah-Mohammed	Elkridge, Maryland, US	2020-06-09
Sonia Namadiko	Windhoek, Namibia	2020-06-09
Shazz Van der Smit	Oshikango, Namibia	2020-06-09

Name	Location	Date
Yasmine Salimi	Berlin, Germany	2020-06-09
Ben Vigne	Cape Town, South Africa	2020-06-09
Matt Ecker	Brooklyn, New York, US	2020-06-09
Bernardo Antonio	Windhoek, Namibia	2020-06-09
Sherleen Awases	Windhoek, Namibia	2020-06-09
Natasha Dzinotyiweyi	Windhoek, Namibia	2020-06-09
Gayle Mudjanima	Windhoek, Namibia	2020-06-09
Stanley Shikwambi	Windhoek, Namibia	2020-06-09
Mavis Braga Elias	Namibia	2020-06-09
Rose Ndjago	Windhoek, Namibia	2020-06-09
Dee Conradie	Namibia	2020-06-09
Kauna Taapopi	Windhoek, Namibia	2020-06-09
Tommy Tjaronda	Windhoek, Namibia	2020-06-09
Christine Horases	Windhoek, Namibia	2020-06-09
Mulongeni Tresia	Windhoek, Namibia	2020-06-09
Sefanya Ismael	Windhoek, Namibia	2020-06-09
Anneli Kanyangela	Windhoek, Namibia	2020-06-09
Datius Amadhila	Windhoek, Namibia	2020-06-09
Basha Henguva	Windhoek, Namibia	2020-06-09
Pam Kingsley	US	2020-06-09
John Boickey	Windhoek, Namibia	2020-06-09
Daniel Shikongo	Windhoek, Namibia	2020-06-09

Name	Location	Date
James Kadamika	Windhoek, Namibia	2020-06-09
Michele Mondia	Luzern, Switzerland	2020-06-09
Pegumbo Nashongo	Windhoek, Namibia	2020-06-09
Mweneni Nashilongo	Windhoek, Namibia	2020-06-09
Lovisa Nampadhi	Windhoek, Namibia	2020-06-09
Mutangeye Urinavi	Oshikango, Namibia	2020-06-09
Robin Hangula	Windhoek, Namibia	2020-06-09
Philippa Dewey	Cape Town, South Africa	2020-06-09
Iinge Kalumbu	Helsinki, Finland	2020-06-09
Clarice Dunaiski	Windhoek, Namibia	2020-06-09
Hikuru Tjazapi	Windhoek, Namibia	2020-06-09
Jessica Aboubakari	Nagold, Germany	2020-06-09
Mo RanAway	Pretoria, South Africa	2020-06-09
CORDULA SUBES	Nkurenkuru, Namibia	2020-06-09
Chloë Nunez	Bronx, New York, US	2020-06-09
Hugh Ellis	Windhoek, Namibia	2020-06-09
Ano Shonhiwa	Windhoek, Namibia	2020-06-09
Jackson Wahengo	Windhoek, Namibia	2020-06-09
Rubben Mabuku	Windhoek, Namibia	2020-06-09
Johannes Isaak	Ongwediva, Namibia	2020-06-09
Katrine Vigne	Windhoek, Namibia	2020-06-09
Wilson Hishono	Windhoek, Namibia	2020-06-09

Name	Location	Date
Emmanuella Omoregie	Windhoek, Namibia	2020-06-09
Georgia Stonehouse	Cape Town, South Africa	2020-06-09
Jeffrey Hiuii	Windhoek, Namibia	2020-06-09
Jason Uhongora	Windhoek, Namibia	2020-06-09
Victoria Gure	Otjiwarongo, Namibia	2020-06-09
Edith Wasserfall	Windhoek, Namibia	2020-06-09
Angelique Bock	Cape Town, South Africa	2020-06-09
Nashya Dunaiski	Cape Town, South Africa	2020-06-09
Malua Malua	Windhoek, Namibia	2020-06-09
Lynn Sasele	Windhoek, Namibia	2020-06-09
Ivy Hidimbwa	Windhoek, Namibia	2020-06-09
Kristin Hermanus	Cape Town, South Africa	2020-06-09
Theresa Mertens	Vienna, Austria	2020-06-09
Amy Kaura	Oshikango, Namibia	2020-06-09
Louis Du Toit	Cape Town, South Africa	2020-06-09
Arthur Edward	Windhoek, Namibia	2020-06-09
Calvin Pierce	Windhoek, Namibia	2020-06-09
Rosa Haukongo	Windhoek, Namibia	2020-06-09
Helen Harris	Windhoek, Namibia	2020-06-09
Joyce ketsia Ngario	France	2020-06-09
Bognahn Moller	Cape Town, South Africa	2020-06-09
Nita Pallett	Windhoek, Namibia	2020-06-09

Name	Location	Date
Paida Duckie	Windhoek, Namibia	2020-06-09
Anna Marais	Windhoek, Namibia	2020-06-09
Selma Auala	Windhoek, Namibia	2020-06-09
Tala Nengola	Minneapolis, Minnesota, US	2020-06-09
Mark William	Windhoek, Namibia	2020-06-09
Robyn Brinkmann	Windhoek, Namibia	2020-06-09
Glodine Shangombe	Windhoek, Namibia	2020-06-09
maximilian weylant	Chicago, Illinois, US	2020-06-09
Bescar Chunga	Windhoek, Namibia	2020-06-09
Fillemon atutyeke	Windhoek, Namibia	2020-06-09
Lekisha Adriaanse	Windhoek, Namibia	2020-06-09
Kashifa De Beer	Windhoek, Namibia	2020-06-09
Martin Harris	Windhoek, Namibia	2020-06-09
Nelly Minssieux	Copenhagen, Denmark	2020-06-09
Taimi Itembu	Windhoek, Namibia	2020-06-09
Angeline Khoeseb	Windhoek, Namibia	2020-06-09
Nicola Bandt	Hamburg, Germany	2020-06-09
Glen Johnson	Windhoek, Namibia	2020-06-09
El-Shaddai Aluteni	Windhoek, Namibia	2020-06-09
Jolly-Joice Nepando	Namibia	2020-06-09
Arthur Gruner	Pretoria, South Africa	2020-06-09
Riska Koopman	Cape Town, South Africa	2020-06-09

Name	Location	Date
Felicia Fenny	Windhoek, Namibia	2020-06-09
Gwaigombe Nalupe	Windhoek, Namibia	2020-06-09
Ronnie Hambeka	Walvis Bay, Namibia	2020-06-09
Simeon Kamati	Windhoek, Namibia	2020-06-09
Yollanda Nekundi	Reykjavík, Iceland	2020-06-09
Hertha Ilonga	Tsumeb, Namibia	2020-06-09
Riuree Kauaria	Windhoek, Namibia	2020-06-09
Emel Yilmaz	Mutterstadt, Germany	2020-06-09
Tanya Brückner	Alphen Aan Den Rijn, Netherlands	2020-06-09
Raymond Shikale	Windhoek, Namibia	2020-06-09
Tessa Harris	Stockport, UK	2020-06-09
Annely Bologna	Dagenham, UK	2020-06-09
Selma Kaangala Matthews	Windhoek, Namibia	2020-06-09
Penny Nehemia	Cape Town, South Africa	2020-06-09
Martha Lukas	Oshakati, Namibia	2020-06-09
Brandon Blaauw	La Habana, Cuba	2020-06-09
Summer Du Plessis	London, England, UK	2020-06-09
Sabine Sharp	Holsworthy, England, UK	2020-06-09
Jade Blaauw	Windhoek, Namibia	2020-06-09
Jane Shityuwete	Windhoek, Namibia	2020-06-09
Ernst Ndunge	Windhoek, Namibia	2020-06-09
Elago Akwaake	Windhoek, Namibia	2020-06-09

Name	Location	Date
Megameno Nashihanga	Windhoek, Namibia	2020-06-09
Kaboy Gerald	Windhoek, Namibia	2020-06-09
Mandela Shitambi	Windhoek, Namibia	2020-06-09
Tuaovisiua Katuuu	Windhoek, Namibia	2020-06-09
Lukasa Martin	Windhoek, Namibia	2020-06-09
Martha Niigambo	Windhoek, Namibia	2020-06-09
Jacky Haufiku	Windhoek, Namibia	2020-06-09
Mondjila Haitembu	Windhoek, Namibia	2020-06-09
Wanda Rutishauser	Basel, Switzerland	2020-06-09
Kathryn Muller	Cape Town, South Africa	2020-06-09
Elisia Nghidishange	Windhoek, Namibia	2020-06-09
Imbeni Amunkete	Windhoek, Namibia	2020-06-09
Hilkka Kakwena	Windhoek, Namibia	2020-06-09
Rauhaa Hamukwaya	Windhoek, Namibia	2020-06-09
Naita Hishoono	Windhoek, Namibia	2020-06-09
Claire O'Connor	Portree, Scotland, UK	2020-06-09
Vilho Nuumbala	Windhoek, Namibia	2020-06-09
Thanky Hamutenya	Windhoek, Namibia	2020-06-09
Emiliano Montanari	Italy	2020-06-09
Elisa Hoffmann	Mannheim, Germany	2020-06-09
Apollonia Hango	UK	2020-06-09
Tangeni Dumeni	Windhoek, Namibia	2020-06-09

Name	Location	Date
Michael Namaseb	Windhoek, Namibia	2020-06-09
Victor Libuku	Windhoek, Namibia	2020-06-09
Patricia Mwinga	Windhoek, Namibia	2020-06-09
Hillary Dux	Outapi, Namibia	2020-06-09
Manga Libuku	Moscow, Russia	2020-06-09
Dério Gonçalves	Windhoek, Namibia	2020-06-09
Riana Negumbo	Windhoek, Namibia	2020-06-09
Darryn February	Namibia	2020-06-09
Florian Schott	Essen, Germany	2020-06-09
Musasa Joel	Windhoek, Namibia	2020-06-09
Natasha Himmelman	Englishtown, New Jersey, US	2020-06-09
Nicky Marais	Windhoek, Namibia	2020-06-09
Ingrid Lie	Oslo, Norway	2020-06-09
Boithomelo Machinga	Eros, Namibia	2020-06-09
Keelan Hays	Keetmanshoop, Namibia	2020-06-09
Petra Sabatha	Windhoek, Namibia	2020-06-09
Vita Angula	Windhoek, Namibia	2020-06-09
Yatva Ashande	Windhoek, Namibia	2020-06-09
Nadezhda Novik	Moscow, Russia	2020-06-09
Hildegard Mwazona	Windhoek, Namibia	2020-06-09
Luregn Lenggenhager	Montpreveyres, Switzerland	2020-06-09
Christian Stiebahl	Windhoek, Namibia	2020-06-09

Name	Location	Date
Tuli Garoes	Windhoek, Namibia	2020-06-09
Kafuka Patrick Kangura	Windhoek, Namibia	2020-06-09
Ziz Zamani	Windhoek, Namibia	2020-06-09
Annatjie Nankela	Windhoek, Namibia	2020-06-09
Ruth Stanford	Atlanta, Georgia, US	2020-06-09
johannes kalipi	Windhoek, Namibia	2020-06-09
Terri McIntosh	Decatur, Georgia, US	2020-06-09
Sophia Kakuva	Walvis Bay, Namibia	2020-06-09
Nadine Khoeses	Namibia	2020-06-09
Matias Hainyemba	Windhoek, Namibia	2020-06-09
Nashnique Khiba	Windhoek, Namibia	2020-06-10
Naomi Falk	Columbia, South Carolina, US	2020-06-10
Joao Bismarck	Arcozelo, Portugal	2020-06-10
Helen Siamwanda	Windhoek, Namibia	2020-06-10
Lizette Eises Tshivute	Windhoek, Namibia	2020-06-10
Shapumba Phillip	Windhoek, Namibia	2020-06-10
Ismael Henock	Windhoek, Namibia	2020-06-10
Sylvester Kabajani	Windhoek, Namibia	2020-06-10
Anthony Auchab	Windhoek, Namibia	2020-06-10
Tommy Stanford	Mcallen, Texas, US	2020-06-10
Ndjatha Petrus	Hastings, Minnesota, US	2020-06-10
Ashvaria Lambert	Windhoek, Namibia	2020-06-10

Name	Location	Date
Abia Uhongora	Windhoek, Namibia	2020-06-10
J Namene	Windhoek, Namibia	2020-06-10
Martin Amushendje	Windhoek, Namibia	2020-06-10
Brooke Prohaska	Cedar Falls, Iowa, US	2020-06-10
Landa Jantze	Windhoek, Namibia	2020-06-10
Immanuel Veijo	Nkurenkuru, Namibia	2020-06-10
Gerson Gawanab	Windhoek, Namibia	2020-06-10
Calvin Ong	Singapore, Namibia	2020-06-10
Asnsth Kaffo	Orlando, Florida, US	2020-06-10
Ndina Tshoombe	Windhoek, Namibia	2020-06-10
linus gertze	Windhoek, Namibia	2020-06-10
Panduleni Nakapunda	Windhoek, Namibia	2020-06-10
TKauaria kauaria.tj@gmail.com	Windhoek, Namibia	2020-06-10
John.com Lenga	Windhoek, Namibia	2020-06-10
Searl-Samuel	Windhoek, Namibia	2020-06-10
Tangeni Kaulu	Windhoek, Namibia	2020-06-10
Desmond Fick	Cape Town, Namibia	2020-06-10
Natangwe Nekuiyu	Windhoek, Namibia	2020-06-10
Che Ulenga	Tsumeb, Namibia	2020-06-10
Jennifer Hengombe	Windhoek, Namibia	2020-06-10
Kondjeni Nghiwanapo	Windhoek, Namibia	2020-06-10

Name	Location	Date
Chrisna Basson	Windhoek, Namibia	2020-06-10
Gideon Lombard	Cape Town, South Africa	2020-06-10
Helene Van Staden Helene	Lüderitz, Namibia	2020-06-10
Kirk Nicol	Cape Town, South Africa	2020-06-10
Chenee Young	Indianapolis, Indiana, US	2020-06-10
Daniella Mouton	Swakopmund, Namibia	2020-06-10
Marc Metelerkamp	South Africa	2020-06-10
Michele Devoti	Cape Town, South Africa	2020-06-10
Stephanie Quinn	Bloemfontein, South Africa	2020-06-10
Lovisa Hailaula	Windhoek, Namibia	2020-06-10
Helvi Ileka	Windhoek, Namibia	2020-06-10
Ndamona Goagoses	Windhoek, Namibia	2020-06-10
Geb Ilunga	Windhoek, Namibia	2020-06-10
Caty S	Walvis Bay, Namibia	2020-06-10
Honey Claudette	Handen, Sweden	2020-06-10
Siamwanda		
Sonia Namadiko	Windhoek, Namibia	2020-06-10
Wesele Chikwililwa	Swakopmund, Namibia	2020-06-10
Irene Katjiua	Oshikango, Namibia	2020-06-10
Lisialda Kangandjela	Windhoek, Namibia	2020-06-10
Tangeni Tihabanello	Windhoek, Namibia	2020-06-10
Morris Kalunduka	Windhoek, Namibia	2020-06-10

Name	Location	Date
Fransina Frans	Windhoek, Namibia	2020-06-10
Rimuinee Kangootui	Yonkers, New York, US	2020-06-10
Winnie Limbo	Windhoek, Namibia	2020-06-10
Neri Shiimi	Ondangwa, Namibia	2020-06-10
Mercia Goreses	Windhoek, Namibia	2020-06-10
Elsa Pallett	Cape Town, South Africa	2020-06-10
Birgit Meier-Mundhenke	Porta Westfalica, Germany	2020-06-10
James Villet	Windhoek, Namibia	2020-06-10
Anita Feresiano	Oshikango, Namibia	2020-06-10
hylton villet	Windhoek, Namibia	2020-06-10
Dominique Petrus	Windhoek, Namibia	2020-06-10
Victor Shivolo	Windhoek, Namibia	2020-06-10
Leana Gaoses	Windhoek, Namibia	2020-06-10
Tasha Mack	Swakopmund, Namibia	2020-06-10
Kiara Van Wyk	Windhoek, Namibia	2020-06-10
Levi De Iijster	Cape Town, South Africa	2020-06-10
Nuugwanga Shivute	Windhoek, Namibia	2020-06-10
Mark Mushiva	Windhoek, Namibia	2020-06-10
Richard Shoikuti	Windhoek, Namibia	2020-06-10
Aina Ilunga	Swakopmund, Namibia	2020-06-10
Kula Muatunga	Swakopmund, Namibia	2020-06-10
Hermien Elago	Windhoek, Namibia	2020-06-10

Name	Location	Date
Cristel Villet	Windhoek, Namibia	2020-06-10
Muno Iiyambo	Ongwediva, Namibia	2020-06-10
Marc Byndas	Tbilisi, Georgia	2020-06-10
Josephina Mwapangasha	Windhoek, Namibia	2020-06-10
Elma Truter	Windhoek, Namibia	2020-06-10
Maria Gideon	Namibia	2020-06-10
Vejarukapo Kaura	Windhoek, Namibia	2020-06-10
Onesmus Upindi	Johannesburg, South Africa	2020-06-10
Tutileni Nakanyala	Windhoek, Namibia	2020-06-10
Sebastian Braune	Windhoek, Namibia	2020-06-10
Penny Heelu	Windhoek, Namibia	2020-06-10
Vitjitua Gottfried Uaendere	Windhoek, Namibia	2020-06-10
Pauline Ndhlovu	Namibia	2020-06-10
Ritta Kanyanga	Windhoek, Namibia	2020-06-10
Jodine Isaakd	Oshikango, Namibia	2020-06-10
Hofney Garoeb	Windhoek, Namibia	2020-06-10
Imilio Farao	Windhoek, Namibia	2020-06-10
Armando Gregorio	Windhoek, Namibia	2020-06-10
Carlos De Oliveira	Windhoek, Namibia	2020-06-10
Magrietha Shivute	Windhoek, Namibia	2020-06-10
Gaynor Mc Nab	Windhoek, Namibia	2020-06-10
Elizabeth Ipinge	Windhoek, Namibia	2020-06-10

Name	Location	Date
Pandu Read	Åkersberga, Sweden	2020-06-10
Waylene Beukes	Windhoek, Namibia	2020-06-10
Glory-Diana Nahole	Windhoek, Namibia	2020-06-10
Lydia Msirikale	Windhoek, Namibia	2020-06-10
Pamela February	Windhoek, Namibia	2020-06-10
Tjiundja Kazohua	Windhoek, Namibia	2020-06-10
Alexa Jacobs	Cape Town, South Africa	2020-06-10
Catharina Oppitz	Bremen, Germany	2020-06-10
Leena Kanandjebo	Windhoek, Namibia	2020-06-10
Amélia Kauraisa	Windhoek, Namibia	2020-06-10
Volker Trubenbach	Windhoek, Namibia	2020-06-10
Mcloed Iimbili	Windhoek, Namibia	2020-06-10
Christel Read	Stockholm, Sweden	2020-06-10
Claudia Namupolo	Windhoek, Namibia	2020-06-10
Markus Seibeb	Windhoek, Namibia	2020-06-10
Gertrude Iimbili	Oshikango, Namibia	2020-06-10
Niita Shituula	Windhoek, Namibia	2020-06-10
Ashley Mc Nab	Windhoek, Namibia	2020-06-10
Linekela Goagoses	Cape Town, South Africa	2020-06-10
Ashishe Nendongo	Windhoek, Namibia	2020-06-10
Josephina Ampweya	Windhoek, Namibia	2020-06-10
Love Myrdal	Eskilstuna, Sweden	2020-06-10

Name	Location	Date
Sophiano Mboge	Stockholm, Sweden	2020-06-10
Tarryn Van der walt	Cape Town, South Africa	2020-06-10
Nandeekua Kangumine	Windhoek, Namibia	2020-06-10
Avril Du Plessis	Wimbledon, England, UK	2020-06-10
Daniella Carelse	Windhoek, Namibia	2020-06-10
Khoetage Geises	Windhoek, Namibia	2020-06-10
Ndemi Mayumbelo	Windhoek, Namibia	2020-06-10
Rachel Hamases	Windhoek, Namibia	2020-06-10
kate birch	Cape Town, South Africa	2020-06-10
Camille de waldt	omaruru, Namibia	2020-06-10
Elisabeth Ideström	Tyresö, Sweden	2020-06-10
Selma Nashipeta	Okahandja, Namibia	2020-06-10
barnabas kathindi	windhoek, Namibia	2020-06-10
Elsa Pallett	Cape Town, South Africa	2020-06-10
Enzo Ochurub	Windhoek, Namibia	2020-06-10
Sara Ideström	Stockholm, Sweden	2020-06-10
Katja Pieters	Germany	2020-06-10
Lorenzo Kloppers	Windhoek, Namibia	2020-06-10
Lorena Rizzo	Basel, Switzerland	2020-06-10
Taimmy Hango	London, UK	2020-06-10
Amon Nhinda	Windhoek, Namibia	2020-06-10
Isaack Hango	Harringay, UK	2020-06-10

Name	Location	Date
Abraham Shoopala	Oshakati, Namibia	2020-06-10
Gladys F. Beukes	Windhoek, Namibia	2020-06-10
Akinyi Omondi	Swakopmund, Namibia	2020-06-10
Georgio Louw	Oshikango, Namibia	2020-06-10
Aneria Mufalali	Oshikango, Namibia	2020-06-10
Jureine Katjiua	Windhoek, Namibia	2020-06-10
Leoness Oeburg	Bad Vilbel, Germany	2020-06-10
Lovisa Bohman	Åkersberga, Sweden	2020-06-10
Elizabeth Sichone	Windhoek, Namibia	2020-06-10
Boujee Brows	Namibia	2020-06-10
Homateni Kapewangolo	Windhoek, Namibia	2020-06-10
Kandiloo Shiimi	Windhoek, Namibia	2020-06-10
Thormaline Shitaleni	Orlando, Florida, US	2020-06-10
Sarah Aida Rindone	Frankfurt Am Main, Germany	2020-06-10
Christian Diebold	Swakopmund, Namibia	2020-06-10
Vanessa Situmbeko	Windhoek, Namibia	2020-06-10
Mubasen Nanub	Windhoek, Namibia	2020-06-10
McClemence Hanavi	Windhoek, Namibia	2020-06-10
Aaliyah Naris	Windhoek, Namibia	2020-06-10
Angie Benson	Provo, Utah, US	2020-06-10
Esmeralda Cloete	Johannesburg, South Africa	2020-06-10
Aidan Strauss	Windhoek, Namibia	2020-06-10

Name	Location	Date
Beatha Kreie	Minneapolis, Minnesota, US	2020-06-10
Katrine Staub Larsen	Vejle, Denmark	2020-06-10
Inesh Dos Ramos	Windhoek, Namibia	2020-06-10
Synovia Cloete	Namibia	2020-06-10
Sheina Szabo	Åkersberga, Sweden	2020-06-10
Zach Kauraisa	Windhoek, Namibia	2020-06-10
Diana sackaria	Windhoek, Namibia	2020-06-10
Sarah Ishuna	Windhoek, Namibia	2020-06-10
Ida Shimbilinga	Windhoek, Namibia	2020-06-10
Zoë Nicol	Cape Town, South Africa	2020-06-10
Ndakolute Ndilula	Windhoek, Namibia	2020-06-10
Shipeni Shalungu	Windhoek, Namibia	2020-06-10
Corneels Jafta	Windhoek, Namibia	2020-06-10
Glorious Naibas	Windhoek, Namibia	2020-06-10
Claudia Muteka	Walvis Bay, Namibia	2020-06-10
Ngozi Ikeakanam	Windhoek, Namibia	2020-06-10
Kelah Hashiyana	Windhoek, Namibia	2020-06-10
SWAPO VETERANS	London, UK	2020-06-10
Ruusa Nandago	Windhoek, Namibia	2020-06-10
Pandeni Hamwele	Windhoek, Namibia	2020-06-10
McDonald Kuruuo	Ondangwa, Namibia	2020-06-10
Saara Amutse	Windhoek, Namibia	2020-06-10

Name	Location	Date
King Amadeu	Oshikango, Namibia	2020-06-10
Sandra dhilaadhileni	Windhoek, Namibia	2020-06-10
Strauss.... Denise	Windhoek, Namibia	2020-06-10
Ndonwabile Msimanga	Windhoek, Namibia	2020-06-10
Anna Stephanus	Windhoek, Namibia	2020-06-10
Adelheid Mbandi	Windhoek, Namibia	2020-06-10
Fiona Nandago	Windhoek, Namibia	2020-06-10
Varaa Hambira	Windhoek, Namibia	2020-06-10
Malcolm Nanub	Windhoek, Namibia	2020-06-10
Cindy Ndjadila	Windhoek, Namibia	2020-06-10
McDavid Tjombonde	Walvis Bay, Namibia	2020-06-10
Angelo Neumbo	Ondangwa, Namibia	2020-06-10
Kupakwashe Chimonyo	Windhoek, Namibia	2020-06-10
Hosea Ipinge	Windhoek, Namibia	2020-06-10
Deolandré Rhodes	Windhoek, Namibia	2020-06-10
Tiffany van Wyk	Windhoek, Namibia	2020-06-10
Miguel Monteiro	Windhoek, Namibia	2020-06-10
Okeri Tjipeua	Windhoek, Namibia	2020-06-10
Amakhoe Goabas	Berlin, Germany	2020-06-10
Hango Pedro	Windhoek, Namibia	2020-06-10
Leilah Hans	Windhoek, Namibia	2020-06-10
Whitney Mubumbe	Windhoek, Namibia	2020-06-10

Name	Location	Date
Megan McFerren	Cape Town, South Africa	2020-06-10
Martha Hainghumbi	Windhoek, Namibia	2020-06-10
Max von der Goltz	Germany	2020-06-10
Romashall Jantjies	Windhoek, Namibia	2020-06-10
Anastacia Imbili	Windhoek, Namibia	2020-06-11
Vincentius Mughongora	Windhoek, Namibia	2020-06-11
Herman Katjinaani	Windhoek, Namibia	2020-06-11
Sebby Mbadhi	Windhoek, Namibia	2020-06-11
Kay Malango	Windhoek, Namibia	2020-06-11
Lukas Shiimi	Swakopmund, Namibia	2020-06-11
Moweni Mpuka	Windhoek, Namibia	2020-06-11
Irma Ndjuluwa	Ongwediva, Namibia	2020-06-11
Rose Maingo	Windhoek, Namibia	2020-06-11
Gabriel Booys	Barcelona, Namibia	2020-06-11
Gotthardine #Ouses	Windhoek, Namibia	2020-06-11
Petelina Frans	Windhoek, Namibia	2020-06-11
Christophina Hofnie	Windhoek, Namibia	2020-06-11
Shekupe Shivute	Swakopmund, Namibia	2020-06-11
Erastus Nathing	Windhoek, Namibia	2020-06-11
Yamikani Mnthambala	Malawi	2020-06-11
Pius Vögele	Zurich, Switzerland	2020-06-11
Kristina Haipinge	Windhoek, Namibia	2020-06-11

Name	Location	Date
Eve Nanghanda	Ongwediva, Namibia	2020-06-11
Izzy Richards	Windermere, England, UK	2020-06-11
Elizabeth Haluodi	Port Elizabeth, South Africa	2020-06-11
Zia Lydia	Windhoek, Namibia	2020-06-11
Anzac & Peggy Vanderful	Walvis Bay, Namibia	2020-06-11
Shaun Severus	Windhoek, Namibia	2020-06-11
Josua Pinehas	Swakopmund, Namibia	2020-06-11
Meundu Meroro	Windhoek, Namibia	2020-06-11
Tjima Katjiuongua	Windhoek, Namibia	2020-06-11
Fillemon Ndishishi	Windhoek, Namibia	2020-06-11
Hilkka Mlunga	Namibia	2020-06-11
Vicky Hatutale	Oshikango, Namibia	2020-06-11
BEVERLY Murangi	Windhoek, Namibia	2020-06-11
Anna Alexandra	UK	2020-06-11
Emarehi Oherein	Windhoek, Namibia	2020-06-11
Liopa Haidula	Windhoek, Namibia	2020-06-11
Eben-Ezer Sheetekela	Namibia	2020-06-11
Ndapewa Nangolo	Windhoek, Namibia	2020-06-11
Herman Johannes	Oshikango, Namibia	2020-06-11
Asteria Kosmas	Oranjemund, Namibia	2020-06-11
Haitale Peneyambeko	Windhoek, Namibia	2020-06-11
Othello Joseph	Windhoek, Namibia	2020-06-11

Name	Location	Date
Job Mateus	Namibia	2020-06-11
Uatjiri Mbaisa	Windhoek, Namibia	2020-06-11
Giorgio Miescher	Zurich, Switzerland	2020-06-11
Nesi Namises	Windhoek, Namibia	2020-06-11
uakaa zaamuani	Windhoek, Namibia	2020-06-11
Paulus Helao Penavali	Windhoek, Namibia	2020-06-11
Etuna Shileka	Ongwediva, Namibia	2020-06-11
Natalia Amupolo	Windhoek, Namibia	2020-06-11
Leandra Teek	Windhoek, Namibia	2020-06-11
Eras Mengela	Windhoek, Namibia	2020-06-11
Benedick Louw	Namibia	2020-06-11
Michael Linke	Namibia	2020-06-11
Andreas Johannes	Windhoek, Namibia	2020-06-11
Mercelin Gawanas	Windhoek, Namibia	2020-06-11
Savelia Fillemon	Windhoek, Namibia	2020-06-11
Tuliiken Shikomba	Windhoek, Namibia	2020-06-11
Lo-Ami Johannes	Namibia	2020-06-11
Klemens Ishindwa	Windhoek, Namibia	2020-06-11
Ronaldo Prins	Walvis Bay, Namibia	2020-06-11
helloise Johr	Windhoek, Namibia	2020-06-11
Veronika Ndivaye	Windhoek, Namibia	2020-06-11
Rosa Kaheka	Oshakati, Namibia	2020-06-11

Name	Location	Date
Saima Norah Mathews	Windhoek, Namibia	2020-06-11
Nalishebo Chaka	Windhoek, Namibia	2020-06-11
Simone Simasiku	Walvis Bay, Namibia	2020-06-11
Nadia Martins	Windhoek, Namibia	2020-06-11
Leonard Homateni	Windhoek, Namibia	2020-06-11
Val Lenti	Otjiwarongo, Namibia	2020-06-11
Mark Kariahuua	Windhoek, Namibia	2020-06-11
Eugene Jeffrey Sagarias	Windhoek, Namibia	2020-06-11
Naboth ILEKA	Ongwediva, Namibia	2020-06-11
Martha Nampala	Windhoek, Namibia	2020-06-11
Alina Ipinge	Windhoek, Namibia	2020-06-11
Remedy Uiras	Windhoek, Namibia	2020-06-11
Bertha Tobias	Windhoek, Namibia	2020-06-11
David Bishop	Windhoek, Namibia	2020-06-11
Alben elias	Windhoek, Namibia	2020-06-11
Medwin Swartbooi	Windhoek, Namibia	2020-06-11
Meredith McKittrick	Middletown, Maryland, US	2020-06-11
Kenneth Kasita	Oshikuyu, Namibia	2020-06-11
Jessica McLeod	Windhoek, Namibia	2020-06-11
Tangee-Ndapeua Koa	Windhoek, Namibia	2020-06-11
Ashley Currier	Magnolia, Texas, US	2020-06-11
Jorica Mungunda	Windhoek, Namibia	2020-06-11

Name	Location	Date
David Koa	Windhoek, Namibia	2020-06-11
Gerhard Blaauw	Windhoek, Namibia	2020-06-11
Maria Hamunyela	Windhoek, Namibia	2020-06-11
Ben Schernick	Windhoek, Namibia	2020-06-11
Christine Amwaalwa	Namibia	2020-06-11
Nalu Landers	Windhoek, Namibia	2020-06-11
Johannes Teodor	Windhoek, Namibia	2020-06-11
Nona St	Randolph, Massachusetts, US	2020-06-11
Rosalia Endjila	Windhoek, Namibia	2020-06-11
Anneline Hatutale	Windhoek, Namibia	2020-06-11
Alecia Brandt	Windhoek, Namibia	2020-06-11
Veneranda Mahindi	Windhoek, Namibia	2020-06-11
Albertina Judith Shiwomwenyo Nekwaya	Windhoek, Namibia	2020-06-11
Alana Adonis	Rehoboth, Namibia	2020-06-11
Edison Hoxobeb	Windhoek, Namibia	2020-06-11
Rebecca Nyandoro	Windhoek, Namibia	2020-06-11
Ross Kelly	Cape Town, South Africa	2020-06-11
Lynda Sakaria	Windhoek, Namibia	2020-06-11
Tangeni M. Shikomba	Ypsilanti, Michigan, US	2020-06-11
Kornelia Iipinge	Windhoek, Namibia	2020-06-11
Chrisandra Dlamine	Walvis Bay, Namibia	2020-06-11

Name	Location	Date
Malenga Ndevahoma	Windhoek, Namibia	2020-06-11
Jennifer Johnstone	Beith, Scotland, UK	2020-06-11
Linda Ndadi	Windhoek, Namibia	2020-06-11
Mercia Kandukira	Binghamton, New York, US	2020-06-11
Elmarius Isaaks	Windhoek, Namibia	2020-06-11
Ayanda Ginindza	Windhoek, Namibia	2020-06-11
Jazz Abrahams	Windhoek, Namibia	2020-06-11
Grace Murorua	Windhoek, Namibia	2020-06-11
Kimberleigh Clarke	Walvis Bay, Namibia	2020-06-11
Ndinelago Abed	Windhoek, Namibia	2020-06-11
Mikko Anguwo	Windhoek, Namibia	2020-06-11
Victoria Herunga	Windhoek, Namibia	2020-06-11
Tatyana Hekemo	Windhoek, Namibia	2020-06-11
Tuji Elago	Windhoek, Namibia	2020-06-11
Celeste Kamerika	Cape Town, South Africa	2020-06-11
Maggie Moyo	Ongwediva, Namibia	2020-06-11
Jan Severin	Berlin, Germany	2020-06-11
Unoviua Kaereho	Windhoek, Namibia	2020-06-11
Matti Tangeni Tiotola	Windhoek, Namibia	2020-06-11
Amanda Hamases	Swakopmund, Namibia	2020-06-11
Lovisa Shiningayamwe	Oshakati, Namibia	2020-06-11
Kateřina Mildnerov	Olomouc, Czech Republic	2020-06-11

Name	Location	Date
Saul JOE NANGHAMBE	Windhoek, Namibia	2020-06-11
Mano Mootu	Namibia	2020-06-11
Lucy-Anne Paulus	Windhoek, Namibia	2020-06-11
Sascha Brinkmann	Windhoek, Namibia	2020-06-11
Leigh-Ann Leigh-Ann Nehoya	Windhoek, Namibia	2020-06-11
Galilei Njembo	Windhoek, Namibia	2020-06-11
Ian Danielson	Los Fresnos, Texas, US	2020-06-11
Maya Nyathi	Windhoek, Namibia	2020-06-11
Anna Iipinge	Windhoek, Namibia	2020-06-11
Nnuku Aluteni	Durban, South Africa	2020-06-11
Taliya Luuli	Walvis Bay, Namibia	2020-06-11
Hafeni Angula	Oshikango, Namibia	2020-06-11
K E	Oshakati, Namibia	2020-06-11
Lavinia Hangoh	Windhoek, Namibia	2020-06-11
Tsungi Chigonga	Windhoek, Namibia	2020-06-11
Carlita Jörgensen	Walvis Bay, Namibia	2020-06-11
Martha Shimuleni	Windhoek, Namibia	2020-06-11
Chaze Sibeya	Windhoek, Namibia	2020-06-11
Tendai Chakanya	Windhoek, Namibia	2020-06-11
Helen David	New York, New York, US	2020-06-11
Farai Musimwa	Harare, Zimbabwe	2020-06-11

Name	Location	Date
Leonardo De Oliveira	Windhoek, Namibia	2020-06-11
Pewa Kanyemba	Windhoek, Namibia	2020-06-11
Angie Camille	Windhoek, Namibia	2020-06-11
Jeff Shipundi	Windhoek, Namibia	2020-06-11
Keith Bepete	Windhoek, Namibia	2020-06-11
Cajo Lenaerts	Windhoek, Namibia	2020-06-11
Elina Shimonga	Windhoek, Namibia	2020-06-11
Victor Mulwa	Binghamton, New York, US	2020-06-11
Gerhardt Gurirab	Windhoek, Namibia	2020-06-11
Anna Andersson	Stockholm, Sweden	2020-06-11
Hendrina Shoro	Windhoek, Namibia	2020-06-11
Amalia Mungolo	Windhoek, Namibia	2020-06-11
Nathaniel Mudzingwa	Oshikango, Namibia	2020-06-11
Lydia October	Walvis Bay, Namibia	2020-06-11
Paulla ET Amwiigidha	Windhoek, Namibia	2020-06-11
Rebecca Tesfa	Stockholm, Sweden	2020-06-11
louise Johansson	stockholm, Sweden	2020-06-11
Shamollah Howoses	Windhoek, Namibia	2020-06-11
Christa Mahoro	Windhoek, Namibia	2020-06-11
Danait Bekuretsion	Sweden	2020-06-11
marius gamxamub	Windhoek, Namibia	2020-06-11
Andeas Ntoni	Nkurenkuru, Namibia	2020-06-11

Name	Location	Date
Anne Kashululu	Windhoek, Namibia	2020-06-11
Leandre Carelse	Windhoek, Namibia	2020-06-11
Enid Namises	Tsumeb, Namibia	2020-06-11
amy R.	windhoek, Namibia	2020-06-11
Silvio Matheus	Windhoek, Namibia	2020-06-11
Memuina Kaapama	Windhoek, Namibia	2020-06-11
Tapiso Zambo	Windhoek, Namibia	2020-06-11
Johanna Indongo	stockholm, Sweden	2020-06-11
Jardell Landsberg	Windhoek, Namibia	2020-06-11
Really Hamunyela	Windhoek, Namibia	2020-06-11
Rosanna Anton	Karibib, Namibia	2020-06-11
Mcdacky Christoph	Otjiwarongo, Namibia	2020-06-11
Batcho Katumbo	Windhoek, Namibia	2020-06-12
Ndapewoshali Kapwanga	Windhoek, Namibia	2020-06-12
Elizabeth Ndivaye	Windhoek, Namibia	2020-06-12
Maria Shipanga	Tsumeb, Namibia	2020-06-12
Tangeni Vannezza Kauzuu	Cape Town, South Africa	2020-06-12
Joanna Owoses	Windhoek, Namibia	2020-06-12
Clayton Iipinga	Oshikango, Namibia	2020-06-12
Gia Shivute	Oshikango, Namibia	2020-06-12
Girley Charlene Jazama	Windhoek, Namibia	2020-06-12
Romeo Sinkala	Windhoek, Namibia	2020-06-12

Name	Location	Date
Glenn-Nora Tjipura	Windhoek, Namibia	2020-06-12
Xavier Neidel	Windhoek, Namibia	2020-06-12
Josiah Matengu	Windhoek, Namibia	2020-06-12
Ndeshipewa Nghilwamo	Windhoek, Namibia	2020-06-12
Uzepa Katjaita	Namibia	2020-06-12
Jean-Michael Tjirare	Windhoek, Namibia	2020-06-12
Gerard De Wee	Bamako, Mali	2020-06-12
Paula Christoph	Oshikango, Namibia	2020-06-12
Louise Adams	Dusseldorf, Germany	2020-06-12
Johanna Mafwila	Windhoek, Namibia	2020-06-12
Abigail Gaweses	Windhoek, Namibia	2020-06-12
Maria Lindbaum	Frederiksberg, Denmark	2020-06-12
Lisa Memphis	Ongwediva, Namibia	2020-06-12
Mathilde Daniel	Windhoek, Namibia	2020-06-12
Rauha Kuhatumwa	Windhoek, Namibia	2020-06-12
anna mangundu	Windhoek, Namibia	2020-06-12
Amakhoe Minney	Windhoek, UK	2020-06-12
Wilpardt Alfeus	Windhoek, Namibia	2020-06-12
Evelina Lafika	Windhoek, Namibia	2020-06-12
matty toolu	Windhoek, Namibia	2020-06-12
Precious Tjandja	Windhoek, Namibia	2020-06-12
Justice Hamutenya	Windhoek, Namibia	2020-06-12

Name	Location	Date
Kahengere Tjiveta	Ascot Vale, Australia	2020-06-12
Marry Landernsberg	Oshikango, Namibia	2020-06-12
Rasheeda Kanundura	Windhoek, Namibia	2020-06-12
Ndjese Kandukira	Windhoek, Namibia	2020-06-12
Sharon Mbiro	Windhoek, Namibia	2020-06-12
Melanie Tuwelo	Oshikango, Namibia	2020-06-12
Jephason Madungwe	Windhoek, Namibia	2020-06-12
Shaun Whittaker	Windhoek, Namibia	2020-06-12
Ester Hamacher	Windhoek, Namibia	2020-06-12
Mahe Naruses	Windhoek, Namibia	2020-06-12
Jacqueline Angula	Windsor, UK	2020-06-12
David de Klerk	Windhoek, Namibia	2020-06-12
Ibilola Odunlami	Windhoek, Namibia	2020-06-12
Davan Pokolo	Windhoek, Namibia	2020-06-12
Layla Diehl	Coburg, Germany	2020-06-12
Hendrik Hatutale	Omadhiya, Namibia	2020-06-12
Auriol Ashby	Windhoek, Namibia	2020-06-12
Tala Angula	Namibia	2020-06-12
Mayla Frans	Windhoek, Namibia	2020-06-12
Keenen Markgraaff	Durban, South Africa	2020-06-12
Rhudy Isaaks	Windhoek, Namibia	2020-06-13
Bryan Nakambonde	Walvis Bay, Namibia	2020-06-13

Name	Location	Date
Nelago Johannes	Port Elizabeth, South Africa	2020-06-13
Naritunge Shiimi	Namibia	2020-06-13
Nicole Bestee	Windhoek, Namibia	2020-06-13
Sharon Iyambo	Namibia	2020-06-13
Sam Benjamin	Namibia	2020-06-13
Kivi Haiduwa	Windhoek, Namibia	2020-06-13
Jenna Lillie	Durban, South Africa	2020-06-13
Joolokeni Leskelä	Windhoek, Finland	2020-06-13
Arlana Shikongo	Windhoek, Namibia	2020-06-13
Kav Hambira	Windhoek, Namibia	2020-06-13
Aaron Iyambo	Windhoek, Namibia	2020-06-13
OB Mosimane	Windhoek, Namibia	2020-06-13
Lucy Strassner	Garden City, New York, US	2020-06-13
Ishcabel Le Duc	Lacock, UK	2020-06-13
Danielle Izaaks	Windhoek, Namibia	2020-06-13
Justine Heitah	Gobabis, Namibia	2020-06-13
Tomas Sheehama	Windhoek, Namibia	2020-06-13
Jekonia Johannes	Oshakati, Namibia	2020-06-13
Lara van Rooyen	Oshikango, Namibia	2020-06-13
Rainha Theodor	Windhoek, Namibia	2020-06-13
Danielle Zimny	Windhoek, Namibia	2020-06-13
Stephen Steyn	pretoria, South Africa	2020-06-13

Name	Location	Date
Helen Onesimus	Windhoek, Namibia	2020-06-13
Sekani Yorta	Windhoek, Namibia	2020-06-13
Sinambao Sinvula	Windhoek, Namibia	2020-06-13
Katu M	Cape Town, Namibia	2020-06-13
Foibe Nghipandulwa	Windhoek, Namibia	2020-06-13
Regine Peters	Des moines, Iowa, US	2020-06-13
Ivin Lombardt	Windhoek, Namibia	2020-06-13
Mhudi Simana	Windhoek, Namibia	2020-06-13
Carlos Hega	Windhoek, Namibia	2020-06-13
Corlia Liebenberg	Windhoek, Namibia	2020-06-13
Maria Tchisuku	Windhoek, Namibia	2020-06-13
Fernanda Tchisuku	Walvis Bay, Namibia	2020-06-13
Helen Muller	London, UK	2020-06-13
Johannes Le Roux	Australia	2020-06-13
Renier Visser	Windhoek, Namibia	2020-06-13
Kabuba Masule	Windhoek, Namibia	2020-06-13
Anazea Zapke	Windhoek, Namibia	2020-06-13
Enya Mumting	Cape Town, South Africa	2020-06-13
Carmen Hornickel	Windhoek, Namibia	2020-06-14
Mutinta Jane Liswaniso	Windhoek, Namibia	2020-06-14
Zintle Magazi	Cape Town, South Africa	2020-06-14
Anna R Ananias	Windhoek, Namibia	2020-06-14

Name	Location	Date
Grace Pienaar	Kamloops, Canada	2020-06-14
Sepiso Mwange	Windhoek, Namibia	2020-06-14
Frieda Lühl	Windhoek, Namibia	2020-06-14
Ama Gaoses	Windhoek, Namibia	2020-06-14
Joseph Teofelus	Windhoek, Namibia	2020-06-14
Dilly Uutsi	Windhoek, Namibia	2020-06-14
Ndeyapo Shatilue	Windhoek, Namibia	2020-06-14
Njamba Mukonda	Ostre Gausdal, Norway	2020-06-14
O Kk	Namibia	2020-06-14
Sesilia Nambambi	Johannesburg, Namibia	2020-06-14
Ira Rukata	Windhoek, Namibia	2020-06-14
jolida kalomo	Walvis Bay, Namibia	2020-06-14
Leo Zhang	Miami Beach, US	2020-06-14
Erastus Kankara	Windhoek, Namibia	2020-06-14
Tendai Chinyoka	Windhoek, Namibia	2020-06-14
Annette Steyn	Windhoek, Namibia	2020-06-14
Chicken Swagboss	Windhoek, Namibia	2020-06-14
Patricia Isaacks	Windhoek, Namibia	2020-06-14
Emmy Monaghan	Charlottesville, Virginia, US	2020-06-14
Maria Acebes	Madrid, Spain	2020-06-14
Johnali Beukes	Windhoek, Namibia	2020-06-15
Madawa Wilson	Windhoek, Namibia	2020-06-15

Name	Location	Date
Andreas Tuhafeni Salom	Portugal	2020-06-15
Rukee Kaagunga	Windhoek, Namibia	2020-06-15
Antonio da Gama Teixeira	Pretoria, South Africa	2020-06-15
Henning Melber	Uppsala, Sweden	2020-06-15
Benhard Amutenya	Windhoek, Namibia	2020-06-15
Matheus Mweutota	Windhoek, Namibia	2020-06-15
Rodney Hoaeb	Windhoek, Namibia	2020-06-15
Shamen Smith	Windhoek, Namibia	2020-06-15
Yasmine Dausas	Windhoek, Namibia	2020-06-15
Wallace Bester	Windhoek, Namibia	2020-06-15
Sakaria Taapopi	Windhoek, Namibia	2020-06-15
Basile Extra	Swakopmund, Namibia	2020-06-15
Atushe Shihepo	Windhoek, Namibia	2020-06-15
Savannah Dunham	Hamilton, Canada	2020-06-15
Asser Ntinds	Walvis Bay, Namibia	2020-06-15
Crystel Dreyer	Windhoek, Namibia	2020-06-15
Jade Lennon	Walvis Bay, Namibia	2020-06-15
Khanyiswa Mogotsi	Windhoek, Namibia	2020-06-15
Polite Ndjarakana	Windhoek, Namibia	2020-06-15
Fausto Leto	Windhoek, Namibia	2020-06-15
Luisa Kimberg Hango	Swakopmund, Namibia	2020-06-15
Tangnei Hamukoshi	Windhoek, Namibia	2020-06-15

Name	Location	Date
Gwendolyn Wellmann	Johannesburg, South Africa	2020-06-15
Jackson Kaoti	Windhoek, Namibia	2020-06-15
Simon Shaqu	Windhoek, Namibia	2020-06-15
Betuel Uusiku	Windhoek, Namibia	2020-06-15
Christine Iipinge	Windhoek, Namibia	2020-06-15
Paavo Amunjela	Windhoek, Namibia	2020-06-15
Kleo Emuno	Oshikango, Namibia	2020-06-15
Ngutati Shimhopileni	Windhoek, Namibia	2020-06-15
Jesse Amunyela	Windhoek, Namibia	2020-06-15
Myra Craven	Windhoek, Namibia	2020-06-15
Miriam Faust	Windhoek, Namibia	2020-06-15
Masiye Liswaniso	Leverkusen, Germany	2020-06-15
Albertina Amadhila	Windhoek, Namibia	2020-06-15
Petrus Heita	Windhoek, Namibia	2020-06-15
Simeon N Shikulo	Windhoek, Namibia	2020-06-15
Jamilah Shikongo	Windhoek, Namibia	2020-06-15
Josephat Shanghala	Windhoek, Namibia	2020-06-15
John Nambahu	Windhoek, Namibia	2020-06-15
Iyaloo Haihambo	Windhoek, Namibia	2020-06-15
Penny Luklav	Walvis Bay, Namibia	2020-06-15
Mona Kuzatjike	Windhoek, Namibia	2020-06-15
Isdor Kamati	Windhoek, Namibia	2020-06-15

Name	Location	Date
Tilie Kavela	Oshana, Namibia	2020-06-15
Jonas Amunyela	Windhoek, Namibia	2020-06-15
Georgina Liswaniso	Windhoek, Namibia	2020-06-15
Ana Carolina Schweitzer	Florianopolis, Brazil	2020-06-15
Marcia Ngaleka	Windhoek, Namibia	2020-06-15
Temperance Karamata	Windhoek, Namibia	2020-06-16
Benikina Ndakalako	Oshakati, Namibia	2020-06-16
Bayron van Wyk	Windhoek, Namibia	2020-06-16
Shalongo Angula	Cape Town, South Africa	2020-06-16
Virachio Hill	Windhoek, Namibia	2020-06-16
Mervin. Vries	Oranjemund, Namibia	2020-06-16
Ariete Da Silva	Cape Town, South Africa	2020-06-16
Rozalin Strauss	Windhoek, Namibia	2020-06-16
Felix Amporo	Windhoek, Namibia	2020-06-16
Immz Immson II	Windhoek, Namibia	2020-06-16
Sebeteus Guiteb	Windhoek, Namibia	2020-06-16
Stefanus Auseb	Windhoek, Namibia	2020-06-16

WORKSHOP ON CULTURAL HERITAGE MANAGEMENT IN THE WINDHOEK MUNICIPAL AREA

15-16 JUNE 2022.

WORKSHOP REPORT

Background and Introduction

In recent years the City of Windhoek has been inundated by calls for rethinking its public heritage properties. While some residents have called for the removal of colonial monuments, others have pointed to the state of monuments and memorials that are found in the city and the need to maintain them. The city does not have an inventory of its heritage sites and properties and thus it remains a challenge to maintain and even convert the heritage sites into equitable heritage business entities for all the residents. Most prominently, some sections of the residents have called for the removal of the Curt von Francois statue. In response to these growing calls, the City of Windhoek organized and hosted a workshop to review its approach to heritage conservation and management in general. The workshop took place on the 15th and 16th June 2022 at the Arrebusch Travel Lodge.

Post-independence, the Municipal Council of Windhoek inherited heritage assets such as buildings, monuments and statues that pre-dominantly commemorate the colonial period. Most of these assets are now attractions for international travelers and are fully integrated into the tourism industry. However, some of these heritage assets and objects are contested and some members of the public have advocated for the removal of such. Although the city is home to a number of heritage assets, Council does not have policies, guidelines nor inventories for the management and protection of the urban heritage. Therefore, the City Council held a two-day workshop that aimed at engaging with internal and external industry stakeholders to draw from their experience and input, on how the Municipal Council of Windhoek should manage the heritage assets.

Workshop Objectives

The main objective of the workshop was to "solicit input from the relevant stakeholders on matters relating to the development of a legal framework that deals with the identification, registration, protection, restoration, reconstruction, management, sustainable use, removal and conservation of places and objects of heritage significance within the Windhoek municipal area".

Expected Outcomes

- **Innovative ideas relating to the management and documentation of heritage in the municipal.**
- **Way paved towards the development of the legislative framework.**
- **Tentative list of heritage property categories that are found in Windhoek.**

SUMMARIES OF WORKSHOP SESSIONS

DAY ONE:

Mr O'Brien Hekandjo- Acting CEO of the City of Windhoek.

The Acting CEO of the City of Windhoek Mr O'Brien Hekandjo welcomed the participants to the workshop, both those who attended face-to-face and those who participated remotely(online). He emphasised the need for sensitivity when dealing with issues of heritage, which, tend to be emotive. The Acting CEO reminded the participants of the important task of working toward developing a legal framework for the identification and management of Windhoek's cultural heritage (inclusive of the tangible and intangible, moveable and immovable heritage) that the city is endowed with. He further highlighted the importance of Heritage sites such as monuments, statues, buildings and memories in the social and economic development of the city. It is important, he argued, that the City of Windhoek begins to think of how to be inclusive through erecting new monuments. However the process of adding new heritage sites should be participatory. Mr Hekandjo emphasised that the input of the residents of the city is crucial in the effort to attain a balanced heritage landscape. The public outcry regarding the removal of colonial monuments was one of the major issues that the workshop was to address and assist the City of Windhoek in paving the way forward. What is needed is a balanced and legal approach towards dealing with the monuments. Thus, the CEO urged the workshop participants to consider the potential contribution of cultural heritage to the city's growth and its social well-being. Therefore, there was an urgent need for developing guidelines for removing, relocation and installation of new heritage sites. The Acting CEO thanked all the participants for making time to contribute to the sensitive but important task beforehand. He wished all the participants a successful workshop

Dr Goodman Gwasira: Workshop facilitator

The workshop facilitator highlighted the objectives of the workshop. He emphasised that policies and guidelines, are required for the development and management of heritage in

the city. The Workshop facilitator highlighted the importance of heritage identification. He lamented the skewed distribution of heritage in Namibia in general and Windhoek in particular. Most of the monuments represent colonial history. No official monuments are located in Katutura and Khomasdal. Currently monuments are found in the CBD. This according to the facilitator means heritage tourism in the city is also skewed and favours the centre of the town while the majority of the city's residents remain at the periphery of heritage production, recognition and consumption. Practically the majority of the city's residents do not benefit from the heritage tourism that is associated with the monuments. There is also a need for the city to know which heritage sites are under their direct custodianship and which one belonged to the National Heritage council. Having an inventory of the monuments in the city and categorising them will help in defining responsibilities towards the management of the heritage properties.

There was also a need for revisiting the monuments, selecting those that represent the aspirations of a city in an independent state and not forgetting the precolonial history of the city. He gave an example of the Elephant kill site at the Zoo Park which indicates that indigenous people lived in the area almost 5000 years ago. He pointed to the hot springs that gave the city its local vernacular names such as Otjomuise and /Ai-/Gams. The workshop facilitator further gave the example of the Old Location shootings of 10 December 1959 and how this turning point in the history of Namibian liberation struggle is missing in the memory scape of the city.

The facilitator urged participants to assist developing a heritage management policy (framework) for the City of Windhoek so as to achieve an inclusive heritage landscape for the city. The participants were implored to share ideas to transform Windhoek into a post-apartheid/ postcolonial city by sharing ideas about:

- What should heritage look like?
- City heritage regulations, procedure, guidelines and a legal framework.
- How to reconcile colonial violence.
- And develop recommendations on how to do it.

Councilor Dr Job Amupanda: Chairperson Heritage committee, City of Windhoek.

Dr Job Amupanda the chairperson of the Heritage Committee at the City of Windhoek started his welcoming and keynote address by foregrounding the fact that the City of Windhoek takes heritage management very seriously. He cited the transformation of the Street Names Committee into a heritage committee as a major point of departure and a launching pad for the decolonisation of the city's heritage landscape. The Heritage Committee will map out a broader approach to heritage identification and management so as to ensure an inclusive city. Thus, the City of Windhoek Municipality has opened the doors for contributions from all its residents. The new approach to heritage will result in a

balanced representation of the city's heritage landscape. This requires a new form of thinking that critically evaluates the heritage that exists and identify the gaps in the demographic, spatial and thematic representation of heritage in the city. Dr Amupanda underscored the fact that heritage needs to be identified and not managed only. Identification of heritage properties in the city should be an on-going and consultative process

Can people outside Windhoek relate to Windhoek's heritage? He decried the current impression that heritage tourism in the city of Windhoek is packaged for foreign tourists. Dr Amupanda expressed the desire to have heritage that the local residents can identify with. Heritage should be valuable to the residents of the city. Such values can be economic, political and aesthetic but the main value should be social. Residents should emotionally identify with the heritage that the city presents and preserved.

The historical realities of the city of Windhoek should be taken into account when deciding on representative heritage. The current heritage list is not balanced. Dr Amupanda asked rhetorically; whose heritage is currently represented by the monuments in the city? Does the current heritage landscape account for historical realities such as the three types of municipalities that existed during the apartheid period? He noted that there are no heritage sites in Katutura or Khomasdal. Why are they not regarded as Heritage sites? He suggested that some of the houses in Katutura can be turned into heritage sites? In any case as per the National Heritage Council, houses 50 years and older become protected sites. This means some of the houses in Katutura are by this definition heritage properties. Dr Amupanda decried the lack of heritage impact assessment before development projects. He emphasised that heritage such as graves can be identified and protected if heritage impact assessments were to be enforced. The City of Windhoek has a responsibility to take care of Heritage sites as per section 30 of the Municipal Act.

Dr Amupanda then address the elephant in the room. He mentioned that some of the heritage is very painful to some sections of the residents. In such cases the City of Windhoek has received petitions to remove some colonial statues such as that of Curt von Francois. He expressed the wish of his committee that the workshop will deliberate on the specific petition and offer some recommendations and advice that can be used to address potential future petitions of the same nature.

On a practical level Dr Amupanda urged the workshop participants to come up with recommendations about what should be done with the colonial monuments that will be decommissioned and removed. "Can we perhaps put statues in the City of Windhoek Museum", he asked? Such an approach will ensure that painful monuments are out of the public sphere but can still be showcased. Dr Amupanda underlined the need to broaden our understanding of heritage and include Intangible Cultural Heritage in the identification, presentation and management of cultural heritage in the city. Dr Amupanda concluded by

officially opening the workshop and reminding the participants to think about what heritage of the city of Windhoek should look like and for whom should it be preserved.

Ms. Agnes Shiningayamwe: National Heritage Council

The first session after the official opening of the workshop commenced with a presentation about interpreting the National Heritage Act (Act 27 of 2004). Ms. Agnes Shiningayamwe from the National Heritage Council presented the provisions of the Act. She contextualised the National Heritage Act within the local authorities mandate and efforts towards heritage identification and management. She highlighted that the heritage law of Namibia provides for the protection and conservation of places and objects of heritage significance and the registration of such places and objects. Ms. Shiningayamwe pointed out that regional and local authorities have a role to play in heritage identification. The practice has been democratized such that individuals and specific communities can nominate a site or an object for protection. She explained the process of nomination and the types of preservation and declaration that are enshrined in the National Heritage Act of Namibia. Of interest was the fact that of the 20 heritage sites in the Khomas Region, 18 are within the confines of the City of Windhoek. However according to Ms Shiningayamwe the 18 heritage sites are not representative of the demographic composition of the city's population, neither do they represent the entire sequence of the history of the city. She added that there is still a lot of work for the City of Windhoek to be inclusive and project a balanced view of its heritage.

Ms Shinigayamwe also explain the administration of heritage in Namibia. She highlighted that the National Heritage Council issues permits to carry out activities such as renovations on proclaimed buildings, proclaimed heritage resources can deregistered from the list when they no longer meet the specifications of being a heritage building. This was an important administrative issue that needed to be considered when discussing or contemplating removal or relocation of monuments in the city. It is important that proper research is carried out to ascertain the status of a given statue as this will ensure that the action taken is legal.

The National Heritage Act demands that a site management plan is in place before any new heritage site is operational or made a public good. She concluded by underscoring that it was important to have an inventory of heritage sites and objects that belong to the city and to develop a policy and guidelines for the management of the city's heritage properties. It was also important that by-laws of local authorities aligned with the national laws that govern heritage and tourism.

Ms. Ndapewoshali Ashipala: Acting Director Museums association of Namibia

The Museums Association of Namibia (MAN) is a critical stakeholder in the heritage industry in Namibia. On her part, the Acting Director of MAN, Ms. Ndapewoshali Ashipala highlighted the role of museums in heritage preservation. Firstly, she introduced the role of the Museums Association of Namibia, their members, the different grants that MAN gets and disburses. It was important for the workshop participants to know the operations of the museums Association of Namibia, specifically the technical and research assistance that they can obtain from the association. The City of Windhoek can benefit through commissioning research on heritage identification. The City of Windhoek Museum is a member of the Museums Association of Namibia and hence can apply for grants to perform some of its duties. The MAN as experience in developing new museums and also through its Africa Accessioned project it can identify heritage objects that belong or came from within the confines of City that are in museums around the world. The emphasis of the Museums association is on redefining the African Museum experience to make the museums vibrant community resource centers. It also places a strong emphasis on making museums and heritage sites vibrant socioeconomic entities.

The Acting Director of the Museums Association of Namibia introduced the Heritage Hunt project and informed the workshop participants that the best way to redefine heritage in the City of Windhoek would be to adopt a participatory approach that will see the various sections of the residents identifying what they would like to be preserved and presented as their heritage.

Discussion: Day one

Some participants wanted to know the influence of donors on donor-funded NGOs such as the museums association of Namibia, and also what influence do donors have on Namibian museums in general?

MAN is an NGO, funded by the government (grant-in-aid), MAN is recognised by the government. The Grant covers the operational costs, MAN does not rely heavily on donors. Stakeholders are always involved when it comes to museum development and if there's something MAN does not agreed on with the donors' demands, MAN as an independent entity usually pulls out of the proposed project.

For a successful heritage programme in the City of Windhoek there is a need for coordination and synergies among the organisations such as the National Heritage Council, Universities, National Museum of Namibia and the Ministry of Environment, Forestry and Tourism as well as other stakeholders such as the Museums Association of Namibia. There is a need to identify and recognise the local strengths and harmonise them. Heritage management is a collaborative endeavour

The city's heritage landscape needs to be redefined so that it becomes inclusive and expresses the ideals of all the sectors of its residents. Heritage sites of African significance are missing or are overshadowed by colonial heritage. There is a skewed spatial distribution of heritage sites. Other residential areas such as Khomasdal and Katutura do not have any heritage sites. The new approach at the City of Windhoek should make room for the nomination and even installation of new and relevant monuments in such areas.

The City of Windhoek should develop an inventory of heritage sites and properties within the city and develop a ranking system that identifies heritage sites that belong to the city and those that belong to the National Heritage Council. This can be a first step towards developing a policy for the management of heritage sites that belong directly to the City of Windhoek and thus avoid duplication or neglect of responsibilities.

The need to consult legal frameworks for heritage management when considering or deregistration and de-proclamation of heritage sites and properties was underscored during discussions. In addition to legal frameworks, policies and guidelines that direct heritage management, the City of Windhoek was encouraged to develop its own policies that will guide future processes. Such policies should take into account the aspects of where removed heritage properties will be stored, who will bear the costs of removal and maintenance of the heritage properties after removal and many other practical issues regarding removal of heritage properties.

DAY TWO

Mr Boyson Ngondo: Deputy Director National Heritage and Cultural Programmes (MoEAC)

The Deputy Director of NHCP in the Ministry of Education, Arts and Culture made a presentation of the general heritage management in Namibia. He underscored the direct link between heritage tourism and cultural tourism. In his statement Mr Ngondo emphasised that culture plays an important role within Society (through education and tourism). It is an important tool for attracting travelers to the city and making them stay longer in Windhoek, thereby generating income for the residents. The main question was how to leverage heritage tourism in an effort to transform Windhoek from a transit city and how to keep tourists engaged within the city? He however, noted that make locals should be made aware of the cultural attractions in the city and they should also be transformed from being producers to consumer of cultural tourism. In other words, heritage should not be for international tourists only.

The Deputy Director stressed that we need to preserve our cities as part of the Sustainable Development Goals which are linked to revenue from cultural Investments.

There are many benefits which include socio-economic benefits. The City of Windhoek can be transformed into a cultural heritage hub of Namibia. He recognised the efforts that the City of Windhoek has made so far such as the various cultural festivals, however the following need to be considered when redefining the heritage landscape of the City of Windhoek to make it economically viable:

- Cultural capital
- Residents' cultural life
- Landmarks
- Historical buildings
- Rich heritage
- Tourist centres
- Intangible Cultural Heritage

In conclusion Mr Ngondo highlighted that a consideration of the above aspects will manifest the potential benefits of good heritage identification and management that include among others; environmental education, revenue generation, improved livelihoods among the residents and potential employment creation. Nonetheless, in the process of establishing a functional heritage policy the city has to consider key questions such as how to decentralise cultural heritage tourism, the availability of suitably qualified and adequate human capital (in this case the City may want to think of encouraging and enabling their staff to join the heritage courses offered at the University of Namibia (as Councilor Dr Job Amupanda mentioned in his official opening speech). One other aspect that the City needs to work on is how can the cultural heritage appeal of the city be used as a primary source for place branding and identity?

Prof Shadreck Chirikure (UCT Archaeology)

On his part Professor Chirikure presented current issues in the debate about managing colonial heritage. Firstly, he emphasised that this is a common issue that most countries are grappling with in the post-independence era. He gave a historical background of colonialism and demonstrated that in the process of colonialism and specifically in Africa the indigenous people participated actively in shaping the heritage landscape of their countries. However, the active participation inadvertently led to the establishment of colonial heritage at the expense of local heritage. This was mainly due to asymmetric power relations that saw the colonial powers defining what was heritage and what was not heritage.

He warned that confronting the painful colonial pasts and heritage has become a complex endeavour due to competing interests. Africa has some painful facts such as increasing weather extremes as well as increasing poverty and hunger that need to be mitigated. In the process of mitigating such facts heritage is usually not a priority. However, in a country such as Namibia where the heritage of proximity trauma, pain, shame, hurt and genocide

is generally too recent such that there is a need to confront concomitant heritage. To achieve this, he argued, there is an urgent need to the legacy of expectation which has left Africa poor and hungry.

There are some aspects to consider when dealing with colonial heritage. Should it be removed from the public memory? What will be the effect of such removals? Will that not be tantamount to erasing the past? Is there a possibility of developing new memories that speak to the "Africa we want" as enshrined in the AU's Agenda 2063 or should African heritage be all about celebrating the colonial landscapes?

Professor Chirikure suggested that Namibia may consider maintaining the monuments of colonialism and make citizens from the former colonial metropole pay to come and see their statues. He further stressed that postcolonial cities have tell the factual stories associated with the colonial statues. This could generate income and create employment in the city. However, this suggestion was not warmly received by some councilors who participated in the workshop. They argued that such an approach would perpetuate coloniality because the economic benefit of tourism in general in Namibia tends to benefit one group of the residents, that is those, with umbilical ties to colonial metropolises. Instead, heritage should be a resource that benefits all residents of the city economically. Thus, the concerned councilors rather favoured removal of such monuments and replacing them with new ones that speak to a post-apartheid and postcolonial city. Professor Chirikure's presentation highlighted that there are many ways of dealing with colonial monuments. Retain and explain is one approach that is less militant and has been used in other countries. Removal or relocation are the other approaches that have been successfully employed elsewhere. The City of Windhoek, ultimately has to decide on the approach that serves its interests.

Helvi Inotila Elago; UNESCO

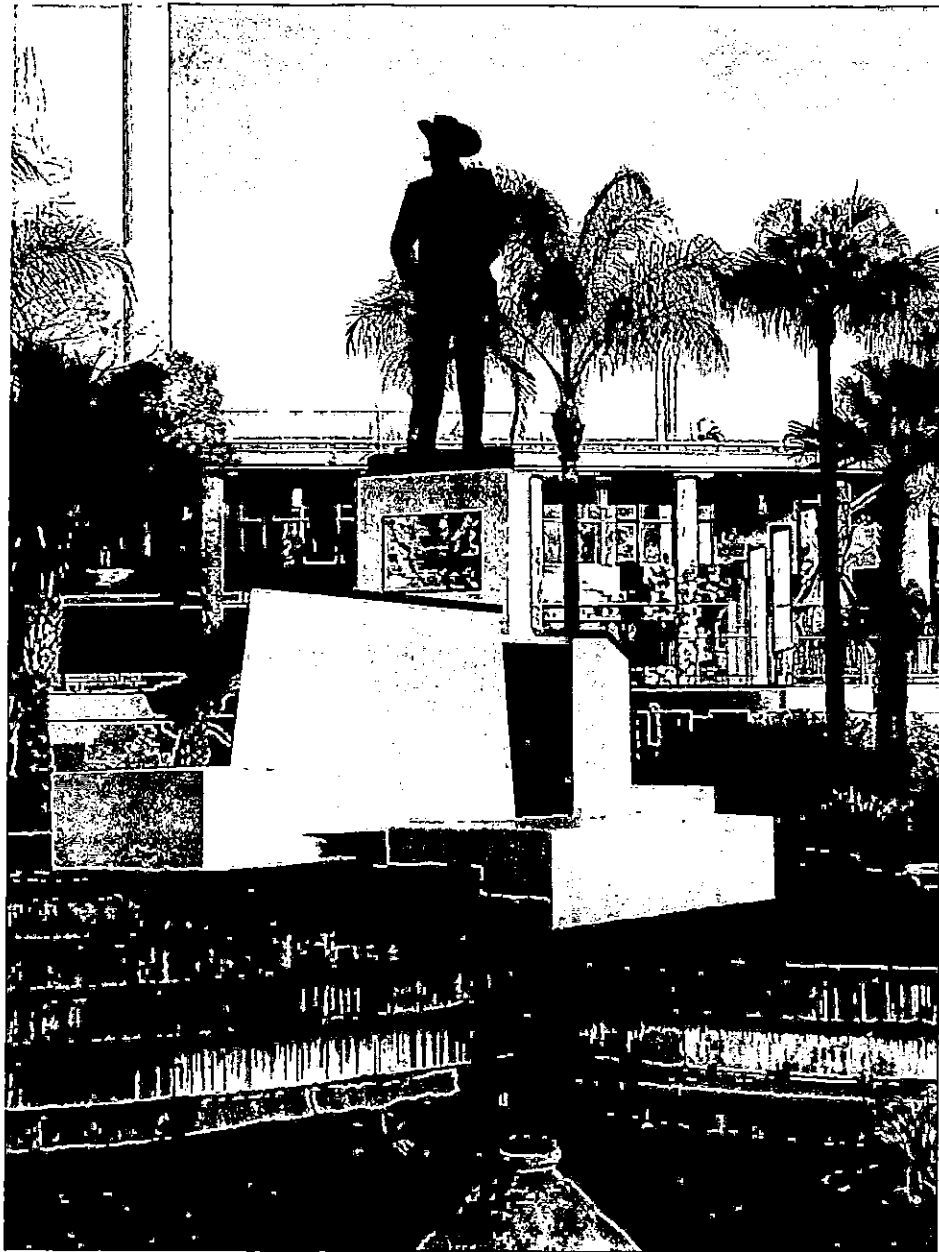
The last presentation was made by Ms. Helvi Inotila Elago, Programme specialist at the UNESCO Windhoek office. She explained the 1972 and 2003 UNESCO conventions and that Namibia has ratified both conventions. There are possibilities for accessing assistance for heritage identification and other activities such as development of tools like as management plans, policies, guidelines through the said conventions. Ms. Elago also explained to process of accessing the UNESCO assistance, which, may involve supporting international and local experts. She explained among others following conventions: Convention on the Protection of the Underwater Cultural Heritage, Convention for the Safeguarding of the Intangible Cultural Heritage, Convention against Doping in Sport, and Convention on the Protection and Promotion of the Diversity of Cultural Expressions. It is important for the heritage industry to know of the existence of these conventions so that they can request for assistance through the relevant

government ministries. UNESCO is committed to heritage conservation and creating local capacity for heritage management. There are funding opportunities from UNESCO. Institutions are encouraged to apply. There is a World Heritage Fund that is available and Namibia can apply, especially to safeguard Intangible Cultural Heritage.

Way forward and recommendations

The workshop deliberated on how the City of Windhoek can deal with colonial heritage in its boundaries. It was realised that there is a need for establishing new heritage in the city as a counter narrative against the almost exclusively colonial heritage landscape that is the current cultural expression of the city. Some monuments such as the statue of Curt von Francois have been identified for potential removal. A petition for its removal was submitted to the city. However, the workshop was not conclusive about the action that can be taken about the statue of Curt von Francois. In the event that it is removed a decision has to be made about what will be done with it. Some participants suggested placing it behind City of Windhoek Museum or establishing a colonial monuments garden or museum. Some participants were of the opinion that it can be placed in the courtyard of the Alte Feste where the Rider Monuments is currently stored. Another suitable location can be in the Leutwein Cemetery along Robert Mugabe Avenue. It is up to the City of Windhoek to take the appropriate action.

The workshop facilitator's advice is to consider the various possibilities and make an informed decision. Some of the issues to be considered about the statue of Von Francois include whether or not it should be a source of income to the city? How popular is it with international visitors? What is the purpose for removing it? Should the city think of removal or consider relocation and reuse as a tourist attraction? What will be the economic implications of either removal or relocation. While appreciating that the statue is a sensitive issue that requires urgent attention and caution, there is a need for taking a decision that is informed by research. There is also, however, an urgent need to correct the history of Windhoek that is misrepresented by the statue of Curt von Francois as the "founder of Windhoek". It is also important to note that even though the Curt von Francois statue is not a declared national monument site under the provisions of the National Heritage Act (Act 27 of 2004) and that it belongs to the City of Windhoek, any decision taken should ensure that no other laws of the nation that are applicable to heritage in general are transgressed. There is therefore a need for multidisciplinary research that can inform the decision.



The statue of Curt von Francois (Photo: G. Gwasira)

There was a call for considering making a sculpture representing unity in the city, which, can be replaced every 5 years (solicit funds from the public or UNESCO). It is important to identify what heritage the residents of Windhoek think should be developed first. To achieve this, an inclusive committee can be established (one that includes members from residents and other civic and cultural organisations in the city), as has happened in other countries. Such a committee can examine and evaluate colonial statues/monuments and assist the City Council in making decisions that are inclusive.

Currently heritage tourism does not benefit the broader local community in Windhoek, thus, a policy that will ensure an equitable distribution of heritage resources and devolving them from the Central Business District is required.

Heritage tourism and its importance in Windhoek need to be reimagined. We need to shift our focus from German (foreign) tourists to local tourists. We can start at grassroots levels by increasing local tourism. However, for locals to be attracted to heritage tourism the heritage sites have to be of relevance to the local inhabitants of Windhoek and Namibians in general

It is, therefore, highly recommended that the City of Windhoek develops guidelines for inclusive heritage identification and management. There is a need for a heritage legal framework for the city.

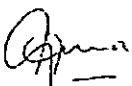
The city of Windhoek can commission research on the various approaches that have been used in other countries to confront colonial heritage.

The city of Windhoek can commission a heritage hunt and develop an inventory of heritage sites and properties that the varies segments of the residents' value as heritage. The inventory can have a tentative list that is based on the residents' priorities from which sites or properties can be nominated on the city's heritage list

The City of Windhoek should intensify collaboration with institutions of higher education through signing Memoranda of Understanding that will enable students to do their heritage programme internships at the city.

The City of Windhoek can develop and implement a Heritage Impact Assessment policy. This will ensure that no development can take place without an approved heritage impact assessment. In the process more heritage sites will be identified and protected.

Prepared by:



Dr Goodman Gwasira
University of Namibia
Archaeology and Heritage Studies Unit.
Workshop Facilitator.

(ANNEXURE 3)

WINDHOEK MONUMENTS AND STATUES REGISTER

Name of the Object	Object Owner	Location	Land owner	Year Built	Year Proclaimed	Current Condition
Genocide Massacre	Government of the Republic of Namibia	Robert Mugabe Avenue	City of Windhoek	1904-1908		In a good condition
Old Location Cemetery	City of Windhoek	Erf 847, Hochland Road, Hockland Park	City of Windhoek	1906/7	1959	The words of the inauguration plaque at the main gate are peeling off.
Kudu Memorial	City of Windhoek	Corner of Independence Avenue and John Meinert Street	On a Street Zone	1960		The Kudu Statue needs polishing due to water stains. The wall mount for the Statue has oil or food stains which require cleaning.
Old Windhoek Cemetery (Leutwein Cemetery) Western Part	City of Windhoek	Robert Mugabe Avenue Erf 8328/8624	City of Windhoek	1904		In a good condition
Gibeon Meteorites	Government of the Republic of Namibia	Post Street Mall	On a Street Zone	6 April 1995		The Meteorites are in a good condition. However, general cleaning is required (picking up of litter around the Meteorites).

Annexure
1
F
4

Nama War memorial	City of Windhoek	Zoo Park, ERF C/129, Independence Avenue	City of Windhoek	1897		The monument is in a good condition.
Elephants Relics	City of Windhoek	Zoo Park, ERF C/129, Independence Avenue	City of Windhoek	1990		The monument is in a good condition. General cleaning is required (picking up of litter around the monument). The monument is encircled by thorn bushes, thus rendering it difficult to clean.
Springbuck Fountain	City of Windhoek	Parks Division City of Windhoek	City of Windhoek	31 May 1966		The Springbok Statues are in a good condition.
Chinese Pavilion	Donated by the Shanghai Municipality to the people of Windhoek (Government)	City of Windhoek	City of Windhoek	1999		The monument is in a good condition. General cleaning is required (picking up of litter around the monument).
Curt Von Francois Statue	City of Windhoek	ERF 5378, Independence Avenue/ Front of the Municipal Head Office	City of Windhoek	18 October 1965		The Statue needs polishing due to water stains. Letters are fading.
Dolerite Obelisk		Moved to the Municipality		18 October 1990		The glass covering the Obelisk is having water

		Functions Hall, a short distance away from Curt von Francois statue				bubbles caused by humidity, and as a result, the Obelisk cannot be seen.
Old Windhoek/ Leutwein Cemetery (Eastern part)	IMP War Grave Commission	Robert Mugabe Avenue ERF 948	No Record	1892	1992	Needs maintenance, as the letters on the plaques are peeling.
Old Windhoek/ Leutwein Cemetery (Eastern part Extension)		Robert Mugabe Avenue, B 171	No Record	1918		
Oudstryder Memorial	City of Windhoek	ERF/486 Corner of Bismarck & Blohm Street		1951		The Monument is in a good condition.
Ovambo Campaign Memorial/ Mandume Park	City of Windhoek	Bahnhof Street, RE/194		6 February 1917		<ul style="list-style-type: none"> • The Monument requires maintenance. • The words on the metal plaque are rusted by rain water. • Cleaning of the water stains. • The Monument needs to be surrounded with a concrete base, as the sand is washed away by water.
Agostinho Neto Statue	City of Windhoek	Ausspannplatz Square	Street zone	7 September 2016		The Statue is in a good condition.

ARBOR DAY

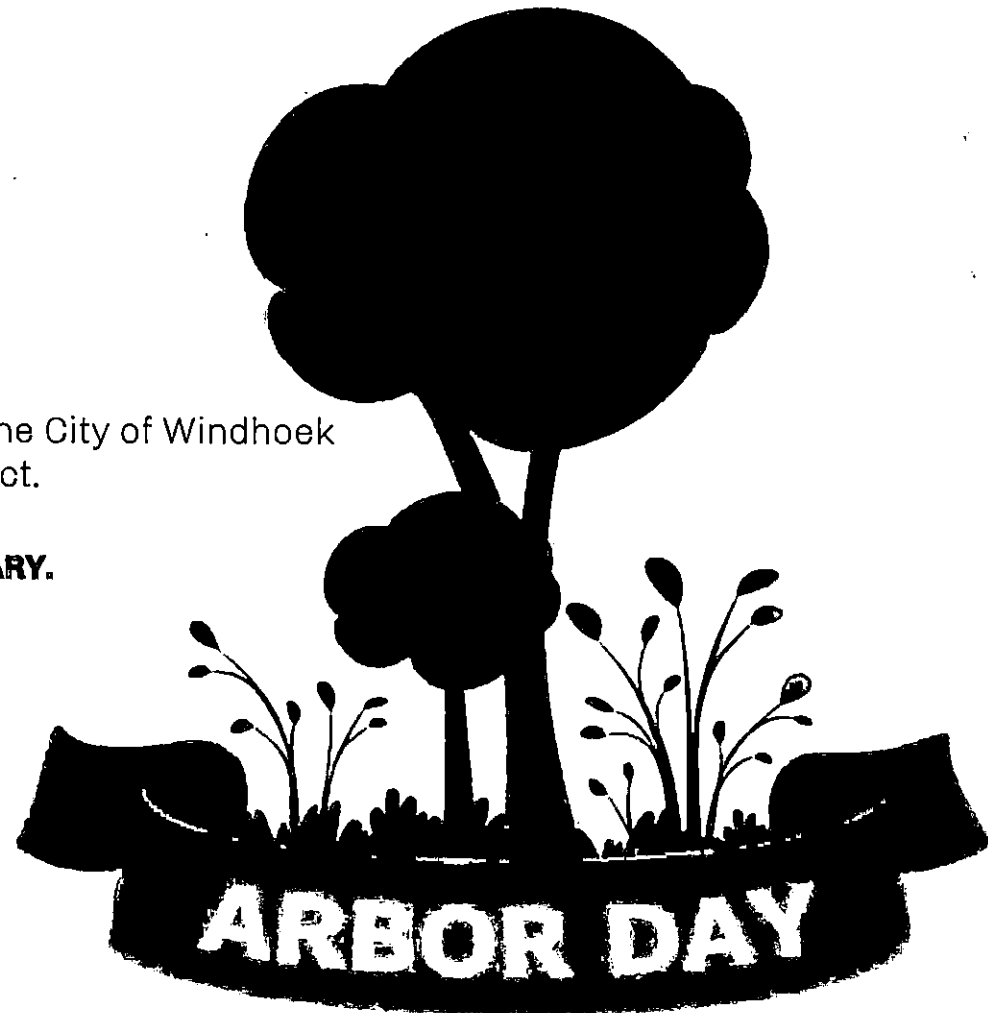
FNB supports the City of Windhoek
Greenery Project.

14 October 2022

PROJECT SUMMARY.



FNB



SPONSORSHIP DURATION & VALUE

DURATION

1. Sponsor 300 indigenous plants and 100 concrete pot plants. (Rolled out over a 3 year period)

VALUE

2. Purchase and donate 300 indigenous trees for COW: **N\$ 100,000.00**
3. Purchase and donate 100 pot plants for COW: **N\$ 245,000.00**
4. Advertising on existing COW infrastructure to promote the project partnership: **N\$ 55,000.00**
5. Arrange the launch and handover: **N\$ 35,000.00**

TOTAL PROJECT: N\$ 435,000.00

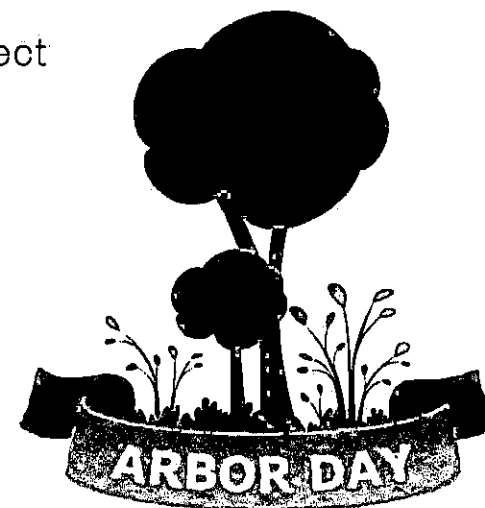


FNB

ARBOR
DAY

14 October 2022

FNB supports the City of Windhoek
Greenery Project.



INSTALLATION LOGISTICS

PURCHASE OF PLANTS AND POT PLANTS

1. COW to acquire quotes. FNB will pay the suppliers directly.
2. The sponsorship is apportioned over 3 years.

TREES

1. **Installation batches:** COW logistics has committed to installing 50 trees at a time, nurture them until they are established.
2. **Installation cycle:** Installation period for 50 trees is committed from COW logistics to take 30 days. 50 trees will be planted every 4 months until the 300 committed are completed.

POT PLANTS

1. **Installation batches:** COW logistics has committed to installing 50 pot plants at a time.
2. **Installation cycle:** Installation period for 50 pot plants is committed from COW logistics to take 30 days. 50 pot plants will be installed every 30 days until the 100 allocated batches are completed.



FNB

ARBOR
DAY

14 October 2022

FNB supports the City of Windhoek
Greenery Project.



INDIGENOUS TREES TO BE PURCHASED

Trees for City of Windhoek	Type	Qty
Kirkia acuminata	Tree (20L), 1.5 m	20
Phoenix reclinata [Ferreira]	Palm (20L), 1.5 m	45
Washingtonia robusta [Ferreira]	Palm (20L), 1.6 m	26
Van Wykshout [Ferreira]	Tree (20L), 1.0 - 1.2 m	10
Pappea capensis	Tree (20L), 1.0 m	10
Dombeya rotundifolia [Ferreira]	Tree (40L), 2 m	12
Portulacaria afra	Shrub (10L), 60 - 80 cm	67
Carissa macrocarpa [Ferreira]	Shrub (N4), 30 cm	20
	Shrub (20L), 1.5 m	30
Mundulea sericea	Shrub (20L), 1.3 m	6
Huilboom (<i>Peltophorum africanum</i>) [Ferreira]	Tree (20L), 1.5 m	22
Karee (<i>Rhus/Searsia lancea</i>) [Ferreira]	Tree (20L), 1.5 m	50
Wild Peach (<i>Kiggelaria africana</i>) [Ferreira]	Tree (20L), 1.5 m	22



FNB

ARBOR DAY

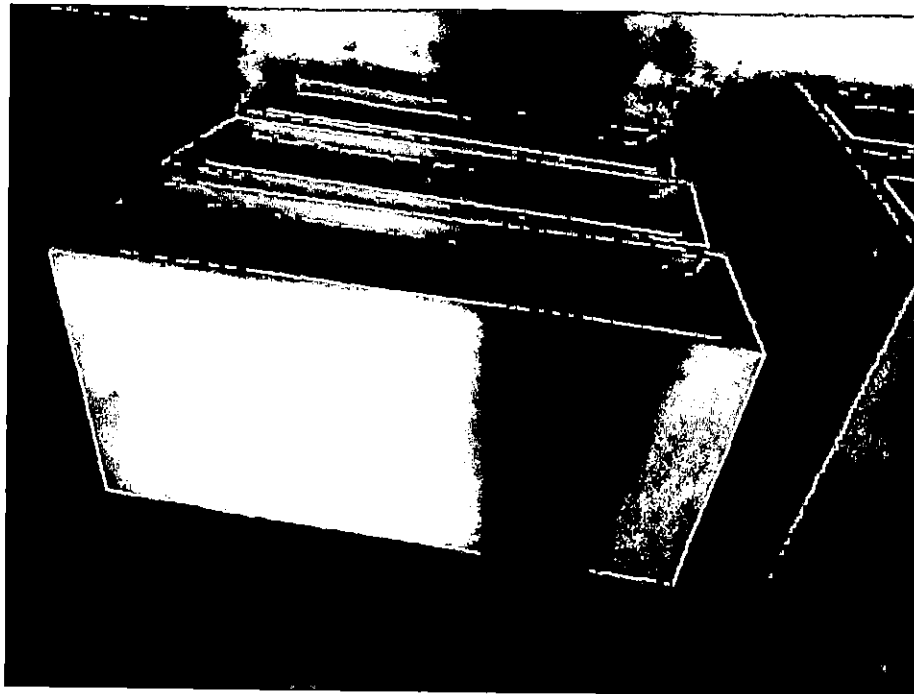
14 October 2022

FNB supports the City of Windhoek
Greenery Project.



1044

POT PLANTS BE PURCHASED



FNB

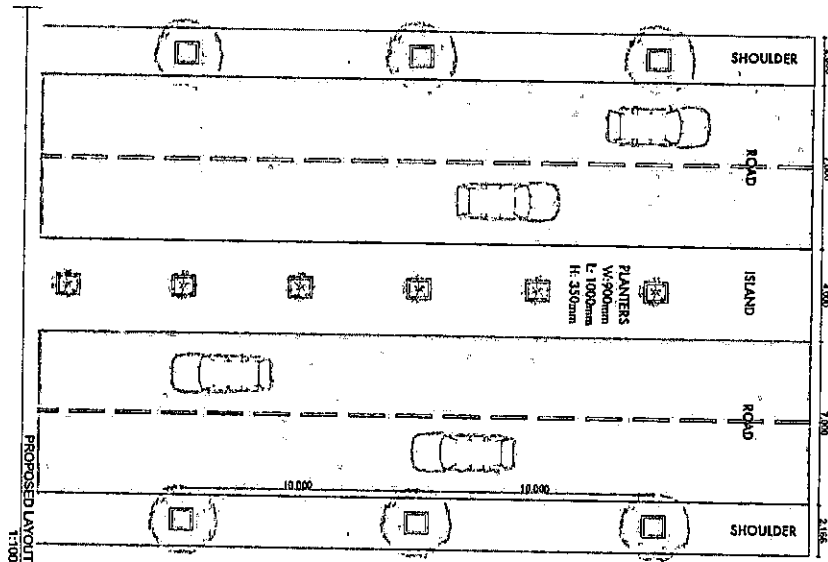
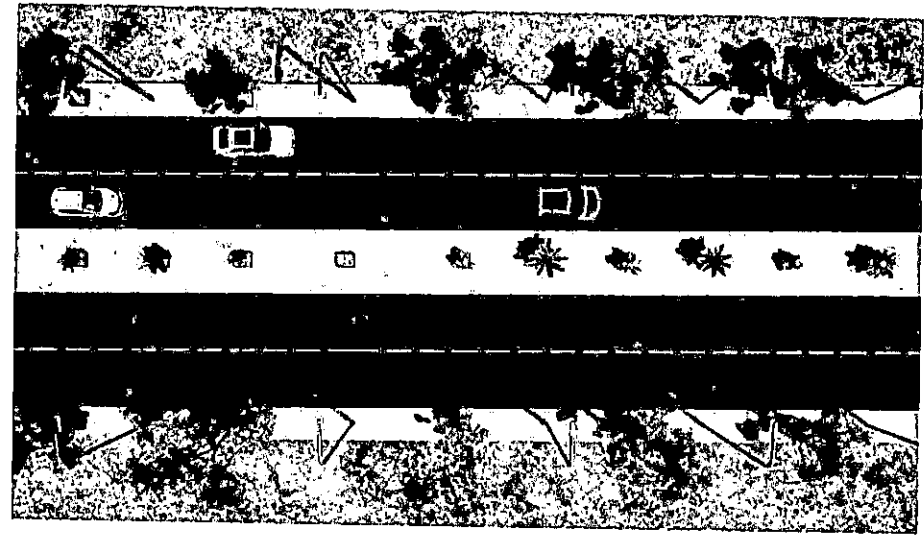
ARBOR DAY

14 October 2022

FNB supports the City of Windhoek
Greenery Project.



3D IMPRESSIONS OF THE PROJECT



FNB

ARBOR DAY

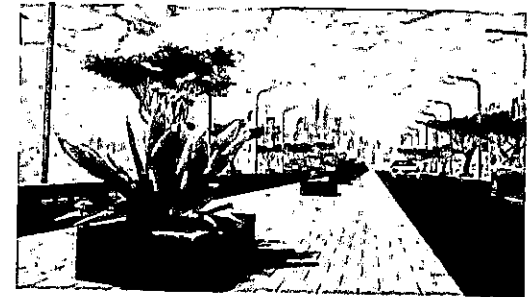
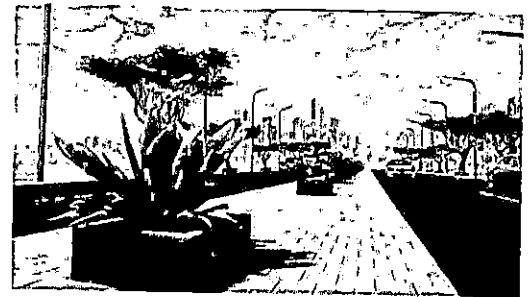
14 October 2022

FNB supports the City of Windhoek
Greenery Project.

3D IMPRESSIONS OF THE PROJECT



FNB

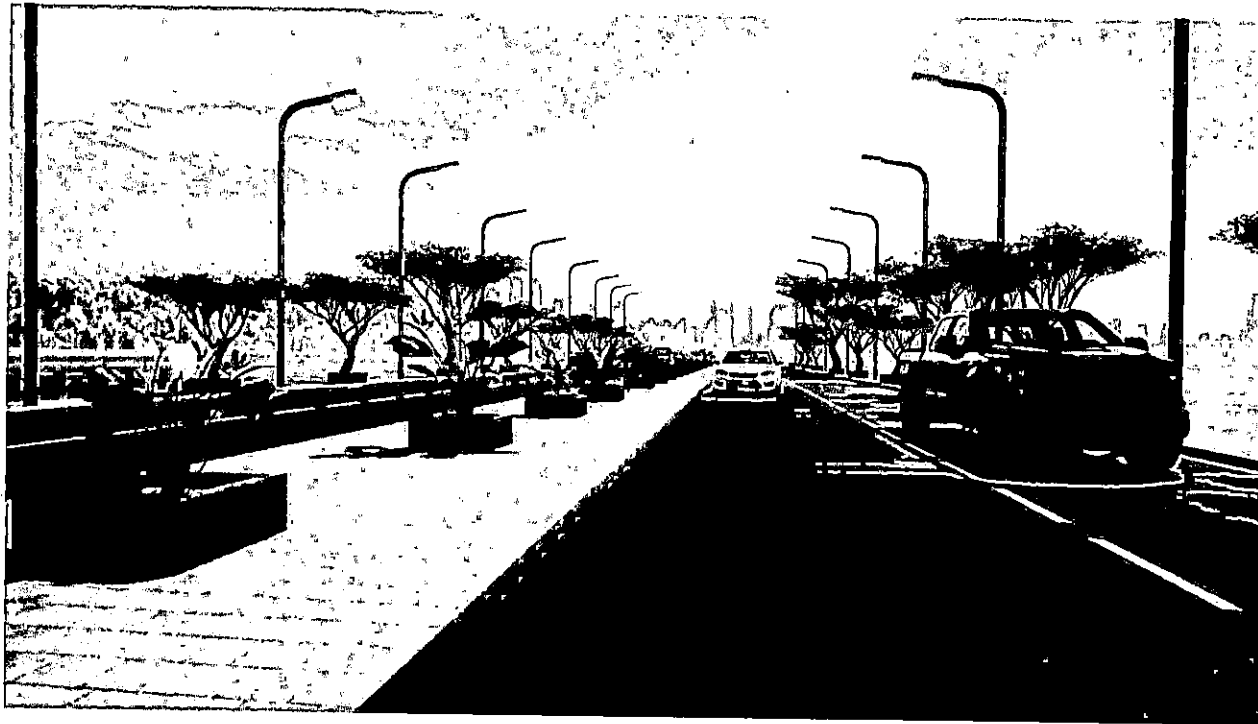


ARBOR DAY

14 October 2022

FNB supports the City of Windhoek
Greenery Project.

3D IMPRESSIONS OF THE PROJECT: POTPLANTS + TREES



FNB

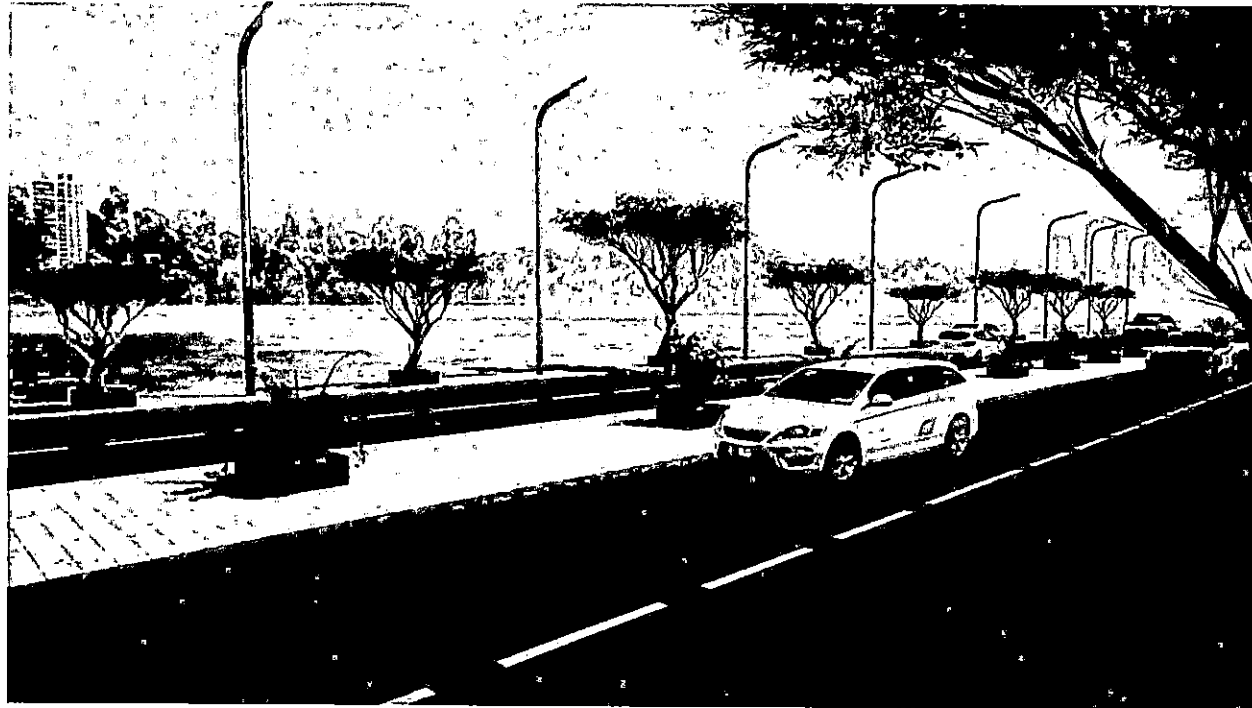
ARBOR
DAY

14 October 2022

FNB supports the City of Windhoek
Greenery Project.

1048

3D IMPRESSIONS OF THE PROJECT: TREES



FNB

ARBOR DAY

14 October 2022

FNB supports the City of Windhoek
Greenery Project.

1050
ATTENDANCE REGISTER: COUNCILLORS



Workshop/Presentation/Meeting Title: Presentation to all Councillors on the FNB Tree Donation, Mayoral League under 13 and Kasi Cup

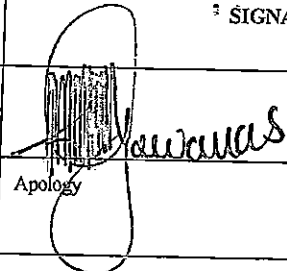
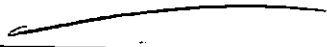
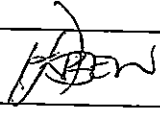
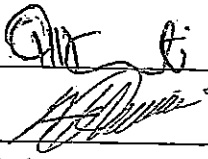
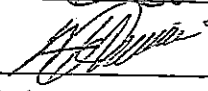
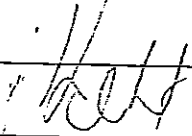
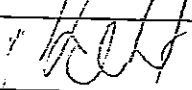
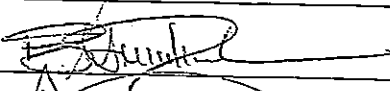
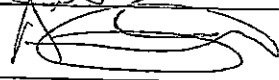
Venue: Council Chambers

Date of Workshop/Presentation/Meeting: 06 October 2022

Starting time: 14:30

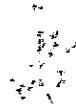
Closing time: 15:30

Date Submitted: 06/10/2022

NAMES	SIGNATURE
Councillor Gawanas, Sade S	
Councillor Uapingene Joseph	Apology
Councillor Larandja, Ndesihafela	Apology
Councillor Keister, Ilse	Apology
Councillor Hanases, Clemencia	
Councillor Kahungu, Fransina Ndateelela	
Councillor Lombardt, Magdalena	Apology
Councillor Araeb, Bernardus	
Councillor Kamati, Queen Omagano	
Councillor Kwenani, Austin	
Councillor Nujoma, Sam Shafiishuna	Apology
Councillor Skrywer, Ivan	
Cllr Juergen Hecht	
Cllr Dr. Uukule, Otilie Saarty	
Cllr Amupanda, JS	

@Parkside, 130 Independence Avenue
Private bag 13239 Windhoek Namibia
Switchboard +264 2998317/8101
www.rmb.com.na

First National Bank of Namibia Limited, Reg. No. 20020180



RMB

A division of FNB Namibia Limited

14 June 2019

The CEO
City of Windhoek
80 Independence Avenue
Windhoek
Namibia

PARTNERSHIP WITH RMB ON GREENERIES AROUND THE CITY

Dear Sir,

The City of Windhoek and RMB teams have a long-standing relationship of shared values and thoughts on how to protect and enhance the city's environment in a holistically, conscious and sustainable manner. A particular concern is the water constraints that the city faces. In a recent discussion the idea to plant indigenous trees that are more drought resistant was debated. We love this idea and are very keen to support the City of Windhoek in this endeavor.

Key roads and areas for indigenous trees and shrubs were identified in collaboration with the City's parks team. We understand the value of trees in a city. It adds to the biodiversity of fauna and flora and greatly aids in climate change mitigation. The proposed partnership between the City of Windhoek and RMB can directly contribute to the well-being and quality of living for the residents of the city.

A project of this nature will probably take around three years to complete and require the planting of around 300 to 400 trees. RMB is offering to provide the trees for this project. We propose that the specific species and project plan be agreed with the City of Windhoek's Economic Development and Community Service team in association with the Botanical Society of Namibia.

We believe that a partnership like this will not only be beneficial for the City of Windhoek and its residents but will also convey the right message on how to achieve the country's overall sustainability goals. We are keen to formalize this arrangement once you have been in a position to consider this proposal. We are looking forward to the first trees being planted towards the end of August 2019 or early September 2019.

Yours faithfully,


Conrad Dempsey
CEO: RMB Namibia

17 June 2019
Date

OFFICE OF THE CHIEF EXECUTIVE OFFICER

☐ 59

80 Independence Avenue
WINDHOEK, NAMIBIA

Tel: (+264) 61 290 2615

Fax: (+264) 61 290 2344

www.cityofwindhoek.org.na

ENQ: Mr U Kazombiaze

TEL NO: 2903541

DATE: 19 July 2019

E-MAIL: uka@windhoekcc.org.na

Mr C Dempsey
RMB Namibia
Private Bag 13239
WINDHOEK

Dear Sir,

PARTNERSHIP WITH RMB ON GREENERIES AROUND THE CITY

Your letter dated 14 June 2019 has reference and the content thereof has been acknowledged.

The City of Windhoek (COW) welcomes the relationship and engagement with RMB to share thoughts and values to projects that enhances the City's environment. Therefore, the Department of Economic Development and Community Service (Parks Division) looks forward to this project and acknowledge your proposition to start planting by end of August or early September 2019. If possible, we also request to extend this activity as a continuation to incorporate the City calendar event called the "Arbor Day", hosted annually on the second Friday of October.

In conclusion, the CoW appreciates this generous donation in combating the climate change for the period of three years. Kindly be informed that the Parks Division is in the process to table a submission to our Council to formalize acceptance of partnership proposed by your organization. Thus, we will be in contact for the final arrangements closer to the time.

Yours faithfully,

Mr P van Rensburg

ACTING CHIEF EXECUTIVE OFFICER

Cc Mr FN Hambuda: Strategic Executive: Economic Development and Community Services



Quotation

Date	Quotation
18/03/2021	20-2661

WINDHOEKER BETON & KUNSTSTEIN INDUSTRIE cc

29A Rendsburger Str. Lohrenz Windhoek
Tel: 061 261810 Fax: 061 261811

P.O. Box 9129 Eros Windhoek
Email: wibeku1@iway.na

Name / Address				Rep	
City of Windhoek PO Box 12009 Windhoek Namibia 11001					
Description	Qty	Rate	Total	VAT	
Fiber pot (1000x350x900) AVAILABLE ON ORDER	100	1,640.00	164,000.00	S	
Banking Details Wibeku cc Bank Windhoek Acc No. 8004 623 641 Branch Code: 483 872 Ref: Invoice or Quote Number *All quotations are valid for 7 days *30% Cancellation fee charged on cancelled order *10% Handling fee on returned goods *Returns STRICTLY within 5 days from receiving date		NOTE: All orders are for the trading of Windhoek products on wooden pallets. Please advise if shipping onto wooden pallets is required. Refinishing of pallets will only occur if returned within 30 days and in good condition.		Subtotal N\$142,608.70 VAT Total N\$21,391.30 Total N\$164,000.00	
* COMMENCEMENT OF ORDERS UPON RECEIPT OF 50% DEPOSIT		Delivery/ Transportation costs are NOT included unless quoted for.		A request for quotation does NOT guarantee stock availability.	
Tel No.	Fax No.	E-mail			
(+264) 061 261 810	(+264) 061 261 811	wibeku1@iway.na			



REPUBLIC OF NAMIBIA



MINISTRY OF MINES AND ENERGY

Tel: +264 61 231-5111
 Fax: +264 61 335613/335636
 E-mail: info@mme.gov.na
 Website: www.mme.gov.na

6 Aviation Road
 Private Bag 13291
 WINDHOEK

Enquiries: John Titus
 Tel: +264 61 284 8331
 Email: John.Titus@mme.gov.na

URGENT

15 June 2022

Her Worship Sade Gawanas
 Mayor of City of Windhoek
 City of Windhoek
 P.O. Box 59
 Windhoek

Dear Ms Gawanas,

ONGOS VALLEY DEVELOPMENT APPLICATION FOR PERMISSION TO OPERATE UNDER THE DISTRIBUTION AND SUPPLY LICENSES OF THE CITY OF WINDHOEK

As you are aware, in 2019 Ongos Valley Development (Pty) Ltd (OVD) commenced with the development of a housing estate on the outskirts of the City of Windhoek (CoW). The development, once completed, will consist of 28 000 housing units, targeted to low-income earners.

To enhance the affordability of the housing units, the business plan was such that OVD will invest in the electricity infrastructure. However, the cost of the electricity infrastructure was to be excluded from the selling price and was to be recovered through the electricity tariff over a period, and to be approved by the Electricity Control Board (ECB). Thereafter the assets will be transferred to the CoW. This presupposes that OVD was to distribute the electricity under the distribution and supply licenses of the CoW. This is allowed under S34 of the Electricity Act, Act 4 of 2004 and at all material times the CoW did not have an objection to such an arrangement.

It, however, now has come to my attention that the CoW is refusing to allow OVD to distribute electricity under its licences. I am also informed that the CoW is not willing to compensate OVD for its electricity infrastructure development cost. This is tantamount to the CoW wanting to have its cake and eat it, too. Because of this, the completion of the project is being delayed unnecessarily.

Given the acute housing shortage in the country, it is our responsibility as leaders in our respective roles, to ensure that the provision of housing is expedited. It will be unacceptable

All official correspondence must be addressed to the Executive Director

WV

If the OVD development is to be delayed because we cannot agree how to deal with this matter. To resolve this matter, the CoW has two options: either you allow OVD to distribute electricity under your licenses as provided for in law, or you agree to compensate OVD for its electricity infrastructure development cost.

Given the urgency of this matter, I kindly request that you let us know of your final position on this matter as soon as possible, but not later than the 15th July 2022.

Sincerely,
MINISTRY OF ENERGY
OFFICE OF THE MINISTER
13 JUN 2022
Tom K. Agyemang, MP
MINISTERIAL

Cc Hon. Erastus Utoni, Minister of Urban and Rural Development
Ms Rachel Bools, Acting CEO, ECB



Electricity Control Board 1056
P.O. Box 2923, Windhoek, Namibia, ECB House, 35 Dr. Theo-Ben Gurireb Street
Tel: +264 61 374 360 | Fax: +264 61 374 305
E-mail: info@ecb.org.na | Website: www.ecb.org.na

Enquiries: G. Nasima
Ref: LF/101 ALF1/20

Mr. O'Brien Hekandjo
Acting Chief Executive Officer
City of Windhoek
P.O. Box 59
WINDHOEK

email: Obrien.Hekandjo@windhoekcc.org.na.

06 September 2022



Dear Mr. Hekandjo

RE: REQUEST BY ONGOS VALLEY DEVELOPMENT TO OPERATE UNDER THE DISTRIBUTION AND SUPPLY LICENCES OF CITY OF WINDHOEK.

The above subject matter bear reference.

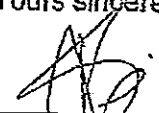
The Minister of Mines and Energy, under section 34 of the Electricity Act, 2007, has granted permission to Ongos Valley Development (OVD) to operate under the distribution and supply licences of the City of Windhoek (CoW). The permission has been granted for 15 years as from 1 September 2022, or until such time OVD have recouped their investment, whichever comes first.

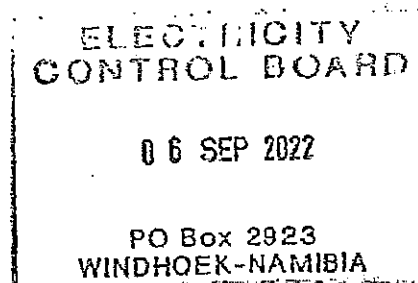
The Minister's decision was based on City of Windhoek (CoW) unreasonably refusal to allow Ongos Valley Development (OVD) to operate under its distribution and supply licences.

Please find attached the conditions imposed by the Minister in granting OVD permission to operate under the distribution and supply licences of the CoW.

We hope the above is in order.

Yours sincerely,


Rachel N. Boois
Acting Chief Executive Officer



Board Members: Gebriel Hinda (Chairperson), Rachel N. Boois (Acting CEO), Helene Vosloo, Evangelina P. Naitonga
All official correspondence must be addressed to the Acting Chief Executive Officer

OFFICE OF THE MAYOR

☒ 59
80 Independence Avenue
WINDHOEK, NAMIBIA



Tel: (+264) 61 290 2353

Fax: (+264) 61 290 2091

07 October 2022

Honourable Tom Alweendo, MP
Minister of Mines and Energy
Private Bag 13297
WINDHOEK

Dear Honourable Alweendo

RE: ONGOS VALLEY DEVELOPMENT APPLICATION FOR
PERMISSION TO OPERATE UNDER THE DISTRIBUTION AND
SUPPLY LICENSES OF CITY OF WINDHOEK

I hereby acknowledge your letter dated 15th June 2022 and subsequent letter from the Acting Chief Executive Officer of the Electricity Control Board dated 06 September 2022. Please accept my humble apology for this rather late response.

In this regard, I wish to inform you that the Municipal Council of Windhoek deliberated at length on the matter of the request by Ongos Valley Development to operate and distribute electricity under the distribution and supply licence of the City of Windhoek. Council per Resolution 103/04/2021, hereto attached, whereas inter alia, Council resolved:

*** *That the request for permission for the Ongos Valley Electricity Company to operate under City of Windhoek's Distribution and Supply Licenses, not be supported due to the following disadvantages of Option 2:*

Following your letter of 15th June 2022, Council per Resolution 270/09/2022, further amongst others resolved:

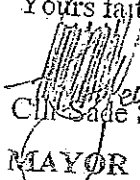
*** *That the proposed bulk connection is not in line with the Namibian Electricity Supply Industry deregulation, hence allowing this, will create a bad precedent of many large distributors within Council license area weakening Council ambitions to take over electrical infrastructure in the extended boundary as per Council Resolution 193/08/2022.*

The two above quoted Council resolutions are attached hereto for ease of reference.

1058

Accept Honourable Minister, renewed assurances of my highest consideration.

Yours faithfully,


Cllr Sade S Gawanas

MAYOR



Cc: Honourable Erastus Mbedi, Minister of Urban and Rural Development
Ms. Rachel Boois, Acting CEO, ECB
Mr. Elias Americo De Almeida, Managing Director, Ongos Valley Development (PTY) LTD

[Municipal Council Minutes: 2021-04-29&05-06]

9.3.9

**SOP.1 [ELE] REQUEST FOR PERMISSION FOR
ONGOS VALLEY DEVELOPMENT (PTY) LTD
ELECTRICITY DISTRIBUTION COMPANY
TO OPERATE UNDER THE CITY OF
WINDHOEK'S DISTRIBUTION
AND SUPPLY LICENSES
(16/2/1)**

On proposal by Councillor FN Hambuda, it was

RESOLVED

- 1 That the Concept Note for Virtual Power Plant (VPP) from Ongos Valley Development (Pty) Ltd, attached as pages 954 - 957 to the agenda, be noted.
- 2 That the Virtual Power Plant (VPP) be supported on the condition that it complies to the City of Windhoek Distribution Connection Agreement, the Modified Single Buyer Model (MSB) Rules and relevant Procurement Laws.
- 3 That the advantages and disadvantages of the two (2) options to supply the Ongos Valley Development, be noted.
- 4 That the request for permission for the Ongos Valley Electricity Company to operate under City of Windhoek's Distribution and Supply Licenses, not be supported due to the following disadvantages of Option 2:
 - 4.1 Council will lose on the prepaid income benefits that assist Council with cash flow management;
 - 4.2 The proposed bulk connection is not in line with the Namibian Electricity Supply Industry deregulation, hence allowing this will create precedence of many large distributors within Council license area;
 - 4.3 The recently approved Modified Single Buyer Model (MSB) allows bulk customers above 1 MVA like this to procure 30 % of their energy from NamPower or IPP apart from the City and this can negatively impact future revenue growth of Council from electricity consumers in its license area;
 - 4.4 If the Developer fails to honour its monthly financial obligation to the City of Windhoek on the bulk account, disconnecting the entire development due to non-payment will result in public outcry for residential customers inside the development; and

- 4.5 The life span of distribution infrastructure is on average thirty (30) years and since Council will not be responsible for the maintenance of these distribution assets over the proposed twenty (20) years, most of the assets will be nearing their end of life and thus require immediate capital investments from Council for replacement. [It should be noted that during the proposed twenty (20) years of operations by the Developer, Council have not earned a return on those assets.]
- 5 That the resolution be implemented prior to confirmation of the minutes.

RESOLUTION 103/04/2021

[Municipal Council Minutes: 2022-09-29]

10.3.9

**SOP.1 [ELE] GRANTING OF PERMISSION
TO ONGOS VALLEY DEVELOPMENT
ELECTRICITY DISTRIBUTION COMPANY
TO OPERATE UNDER THE MUNICIPAL
COUNCIL OF WINDHOEK'S DISTRIBUTION
AND SUPPLY LICENSES BY THE MINISTER
OF MINES AND ENERGY
(16/2/1)**

After Mr OA Hekandjo and Ms JJ Comalie, declared interest and recused themselves from the discussion, and on proposal by Councillor Ms I Keister, it was

RESOLVED

- 1 That the Minister of Mines and Energy's decision to grant Ongos Valley Development permission to operate under the City as per the Electricity Control Board's (ECB) letter dated 6 September 2022 and associated conditions, attached as page 70 to the agenda, be noted.
- 2 That it be noted that the Minister made the decision without concluding the consultation process with the Municipal Council of Windhoek, as the response to the Minister's letter dated 15 June 2022 from Council remain pending.
- 3 That it be noted that the Minister's decision is contrary to Council Resolution 103/04/2021.
- 4 That the following strategic implications to the Municipal Council of Windhoek as a result of the Minister's decision be noted:
 - 4.1 That the Municipal Council of Windhoek will lose on the prepaid income benefits that assist Council with cash flow management.
 - 4.2 That the proposed bulk connection is not in line with the Namibian Electricity Supply Industry deregulation, hence allowing this, will create a bad precedent of many large distributors within Council license area weakening Council ambitions to take over electrical infrastructure in the extended boundary as per Council Resolution 193/08/2022.
 - 4.3 That a precedent will be created within the Municipal Council of Windhoek's license areas that other Developers will start applying the same consent to use electricity as a way of subsidising the cost of serviced land instead of recouping all development costs such as electricity, water, roads, sewer etc., from the sale of service land as the industry practice.

- 4.4 That the recently approved Modified Single Buyer Model (MSB) is allowing bulk customers above 1 MVA like this to procure 30 % of their energy from NamPower or Independent Power Producers (IPP) apart from the City and this can negatively impact future revenue growth of the Municipal Council of Windhoek from electricity consumers in its license area.
- 4.5 That although the option is still not supported, the fact that Ongos Valley Development is granted option to buy electricity from any Distributor or Transmitter as per the permission conditions, means they can choose to be supplied by NamPower or any Independent Power Producers (IPP) outside Modified Single Buyer Model (MSB) rules which is a direct threat to the Municipal Council of Windhoek possible revenue from electricity consumers in Ongos.
- 4.6 That, if the Developer fail to honour its monthly financial obligation to the Municipal Council of Windhoek on the bulk account, disconnecting the entire development due to non-payment will result in public outcry for residential customers inside the development.
- 4.7 That the Municipal Council of Windhoek will find it difficult to enforce the National Connection Charge Policy and the Municipal Council of Windhoek Connection Charge Policy to future Developers.
- 4.8 That the Minister's decision is not complying to existing national and Council Regulations and Policies and henceforth be taken on judicial review.
- 4.9 That the Chief Executive Officer (Manager: External Relations and Networking) under the signature of the Mayor, as a matter of urgency, issue a letter on 30 September 2022 to the Ministry of Mines and Energy, the Electricity Control Board (ECB) and the Developer, informing them that the Municipal Council of Windhoek will take the decision on judicial review.
- 4.10 That Management Committee update Council on this matter at every Council meeting.
- 4.11 That the Strategic Executive: Electricity, in consultation with the Strategic Executive: Housing, Property Management and Human Settlement and the Chief Executive Officer (Manager: Mayoral and Council Affairs), first arrange an urgent in-house meeting with all the Councillors and the Department of Electricity's Technical Team to extensively discuss the matter (Ongos request to the City on the development). [Technical Team to present expertise on this matter, as well as inform/update Council on previous engagement(s) with Ongos Valley Development at the meeting.]
 - 4.11.1 That after the meeting as per paragraph 4.11 above, the Strategic Executive: Electricity, in consultation with the Strategic Executive: Housing, Property Management and Human Settlement, further arrange a meeting between the Municipal Council of Windhoek's Councillors and Technical Team; and Ongos Valley Development to extensively discuss this matter (Ongos request to the City on the development).

- 4.11.2 That a Technical Team be set up between the Municipal Council of Windhoek and Ongos Valley Development.
- 4.12 That Management Committee at its meeting appoint an Acting Chief Executive Officer that will deal with this particular matter, in lieu with the interest declared by Mr OA Hekandjo.
- 5 That the resolution be implemented prior to confirmation of the minutes.

RESOLUTION 270/09/2022

Onesmus Tuyeni Shanghala
P.O Box 26951
Windhoek
07 December 2018

Housing and Property Management
City of Windhoek
P.O Box 59
Windhoek



Dear Sir/Madam

Application for Extension to Erf 10671, Grens Street Golgotha

I am Onesmus Shanghala, ID number 74120600297, an employee at Namibia Dairies, a dairy producer, Republic of Namibia.

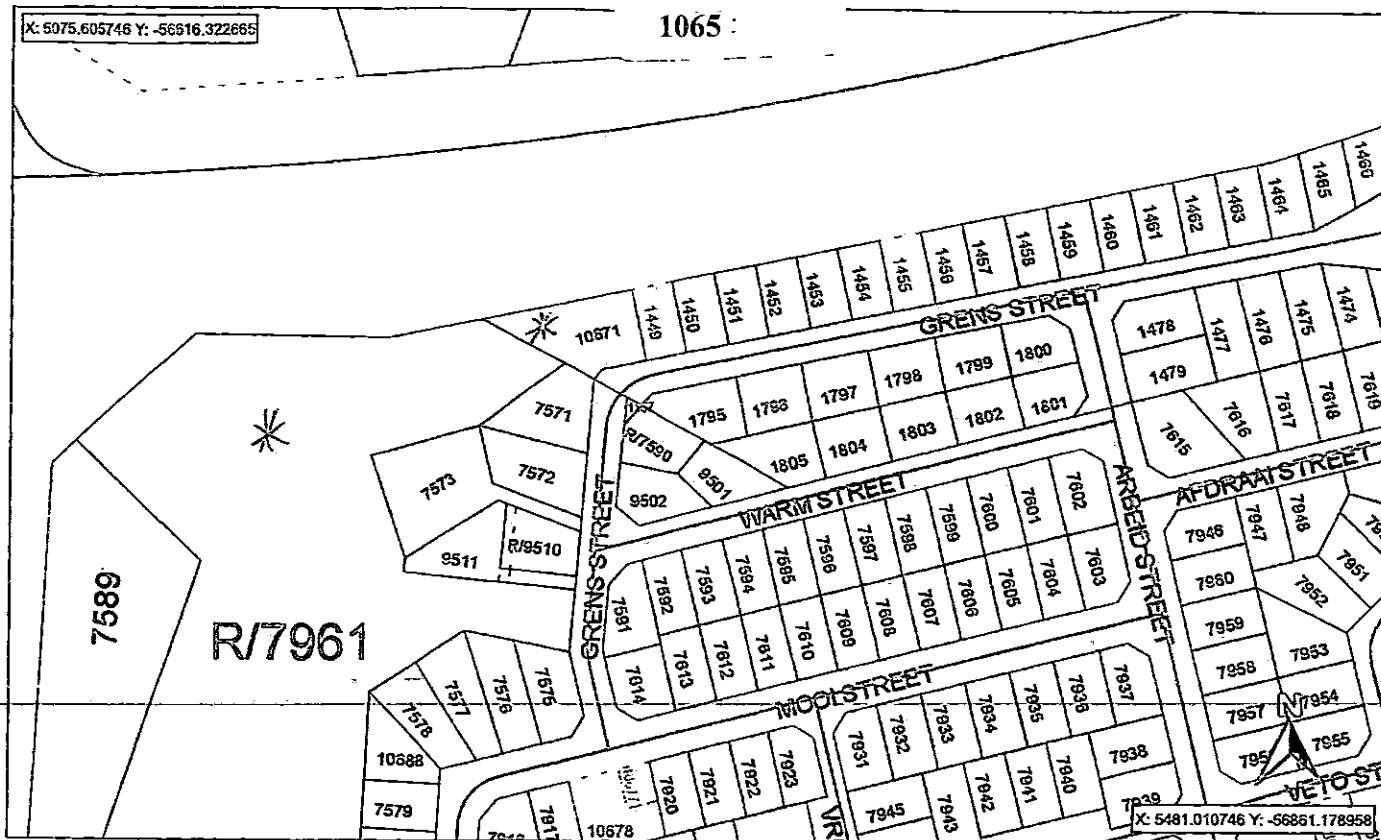
I would hereby like to apply for an extension of 10 meters to Erf 10671, Grens Street, Golgotha, Windhoek. The reason why I am applying this extension is because I want to put up two bed rooms flat and a small garden on the side. The extension I am applying for is highlighted on the map attached to this letter.

The space I am applying for is currently being used as a dumping sight by the people in the area and using it when their nature calls. Thus contaminating the area and at times causing a bad smell into my house as it is at the back near my house. Because there is no municipal board written no dumping allowed, the people from the community misuse it and they do as they please.

Kindly put my request into consideration. I look forward to hearing from you.

Yours Faithfully

.....
Onesmus Shanghala
Cell: 0814735915
E-mail: Onesmus.shanghala@ol.na



The materials available at this web site are for informational purposes only and do not constitute a legal document.

R/7961

PTN A=239m²

10671

1449

1450

7571

7573

7572

1795

R/7590

9502

1066

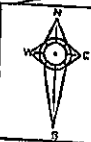


CITY OF WINDHOEK
URBAN PLANNING & PROPERTY MANAGEMENT
HUMAN SETTLEMENT

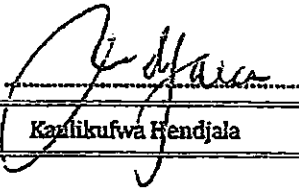
FILE NAME & PATH
10671_R7961 KAT.dwg
PATH
O:\cad data\GROUPS\GEOMATICS\YJB

SUBDIVISION OF ERF RE/7961 KATUTURA
INTO PTN A AND REMAINDER FOR
CONSOLIDATION WITH ERF 10671 KATUTURA

SCALE - Not to Scale



PLAN No
PDT/10671KAT
DATE
20 FEBRUARY 2020

VALUATION CERTIFICATE DIVISION: VALUATION SERVICES DATE OF VALUATION: 22/09/2022		
Erf No.: R/7961	Suburb Katutura	Street name: Grans
Erf size: 17192m ²	Zoning Public Open Space	Bulk/Density:
Required portion size: 239 m ²		
Current use of the portion under consideration: Vacant		
Acquisition purpose: To be sold for consolidation with Erf 10671 Katutura		
Current vacant land going rate / m ²	N\$ 335	
Size of the Erf	239 m ²	
Estimated Market Value	N\$ 80 100	
<p>Similar portions were sold in 2010 at a price of N\$ 230/m². To bring the price per square meter achieved in 2010 up to what could be today's market related price, the above price was escalated from 2010 to 2020. After escalation, a price of N\$335/ m² was produced.</p> <p>Consequently, the portion required should be valued at N\$335/m².</p> <div style="text-align: center; margin-top: 20px;">  </div>		
Valued by:	Kazilikufwa Hendjala	Date: 22/09/2022

[Municipal Council Minutes: 2004-08-25]

8.3.4

**BRB.2 [PLA] CALCULATION OF PURCHASE
PRICE – ADDITIONAL LAND SALES
(16/15/2/2/1)**

On proposal by Councillor Dr B von Finckenstein, it was

RESOLVED

That Council Resolution 405/08/95 be rescinded and replaced by the following:

- 1 That portions of open spaces, which are big enough to enhance the potential of the property with which the portion is to be consolidated, be valued at the full market-related price as determined by the Strategic Executive: Planning, Urbanisation and Environment.
- 2 That portions of open spaces which can be used as separate erven, with separate access and which are fully serviced, be valued at the full market-related price as determined by the Strategic Executive: Planning, Urbanisation and Environment.
- 3 That portions of open spaces which are too small to enhance the potential of the erf with which the portion is to be consolidated, be valued at 50 % of the market value as determined by the Strategic Executive: Planning, Urbanisation and Environment.
- 4 That, where full market-related prices is payable, the costs incurred for the closure, town planning and cadastral procedures (as calculated by the Strategic Executive: Planning, Urbanisation and Environment) be deducted from the eventual purchase price: Provided that the eventual purchase price not be less than 50 % of the market-related price as determined by the Strategic Executive: Planning, Urbanisation and Environment.
- 5 That additional land being sold at a subsidised price for consolidation with the adjacent 'institutional' zoned properties not be allowed to deduct the costs mentioned in paragraph 4.
- 6 That the policy on the deduction of costs where full market-related purchase prices are payable also be made applicable to all outstanding sales subject to the conditions of the original resolution.

RESOLUTION 276/08/2004 [POLICY]



(Owner) Name: Ongsmus Shengshala
P.O Box: 26957
Kuindhoek

City of Windhoek
Property Management

Dear Sir/Madam

Request for a 10 metre portion inclusion of Erf 7961, Location: Golgotha, into my
Erf 10671, Location: Golgotha.

(Neighbour) I hereby do/ we with ID number: 71012100437
P.O Box: 55395, R.O.C.K.
Cell: 0812133944
Erf no: 7571, Galgotha

☒	Do not object with the inclusion of a 10 metre portion of Erf 7961
☐	Do object with the inclusion of a 10 metre portion of Erf

For the following reasons:
1.

Signed at Kuindhoek on this 13 day of August 2021

Signature of property owner

HIGH MAST LIGHT 2022-2023 COST ESTIMATE

No.	Area	High Mast Light Cost	Installation Cost	Power Supply Cost	Total Cost
1	Tobias Hainyeko Primary School Riverbank	N\$279,664.67	N\$82,876.67	N\$100,000.00	N\$462,541.34
2	Riverbank Behind Ovatele Connecting Ombili & Oshitenda	N\$279,664.67	N\$82,876.67	N\$120,000.00	N\$482,541.34
3	Nalitungwe Robots, Soweto	N\$279,664.67	N\$82,876.67	N\$80,000.00	N\$442,541.34
4	Ombili 4 Way	N\$279,664.67	N\$82,876.67	N\$60,000.00	N\$422,541.34
5	MTC Tower, Okahandja Park	N\$279,664.67	N\$82,876.67	N\$180,000.00	N\$542,541.34
6	Havana 4-Way	N\$279,664.67	N\$82,876.67	N\$80,000.00	N\$442,541.34
7	Havana Circle	N\$279,664.67	N\$82,876.67	N\$80,000.00	N\$442,541.34
8	Havana Dumping Site	N\$279,664.67	N\$82,876.67	N\$130,000.00	N\$492,541.34
9	Omuwapu Street, Babilon	N\$279,664.67	N\$82,876.67	N\$100,000.00	N\$462,541.34
10	Behind New Police Station, Omuwapu Street	N\$279,664.67	N\$82,876.67	N\$100,000.00	N\$462,541.34
11	Goreangab Soccer Field (Between Dumping Site & Chinese Garden)	N\$279,664.67	N\$82,876.67	N\$120,000.00	N\$482,541.34
12	End of Outapi Street, Havana	N\$279,664.67	N\$82,876.67	N\$250,000.00	N\$612,541.34
13	Behind Frans Indongo Primary School	N\$279,664.67	N\$82,876.67	N\$180,000.00	N\$542,541.34
14	Eehambo daNehale Interlocks and Deeper	N\$279,664.67	N\$82,876.67	N\$300,000.00	N\$662,541.34
15	Sam Nujoma Drive, Between Road Block & Otjomuise Road	N\$279,664.67	N\$82,876.67	N\$210,000.00	N\$572,541.34
16	Otjomuise Riverbed, Istanbul Street	N\$279,664.67	N\$82,876.67	N\$160,000.00	N\$522,541.34
17	Sonderwater, Katutura	N\$279,664.67	N\$82,876.67	N\$80,000.00	N\$442,541.34
					N\$8,493,202.82