City of Windhoek

CITY OF Windhoek

2020-2025 LEADERSHIP

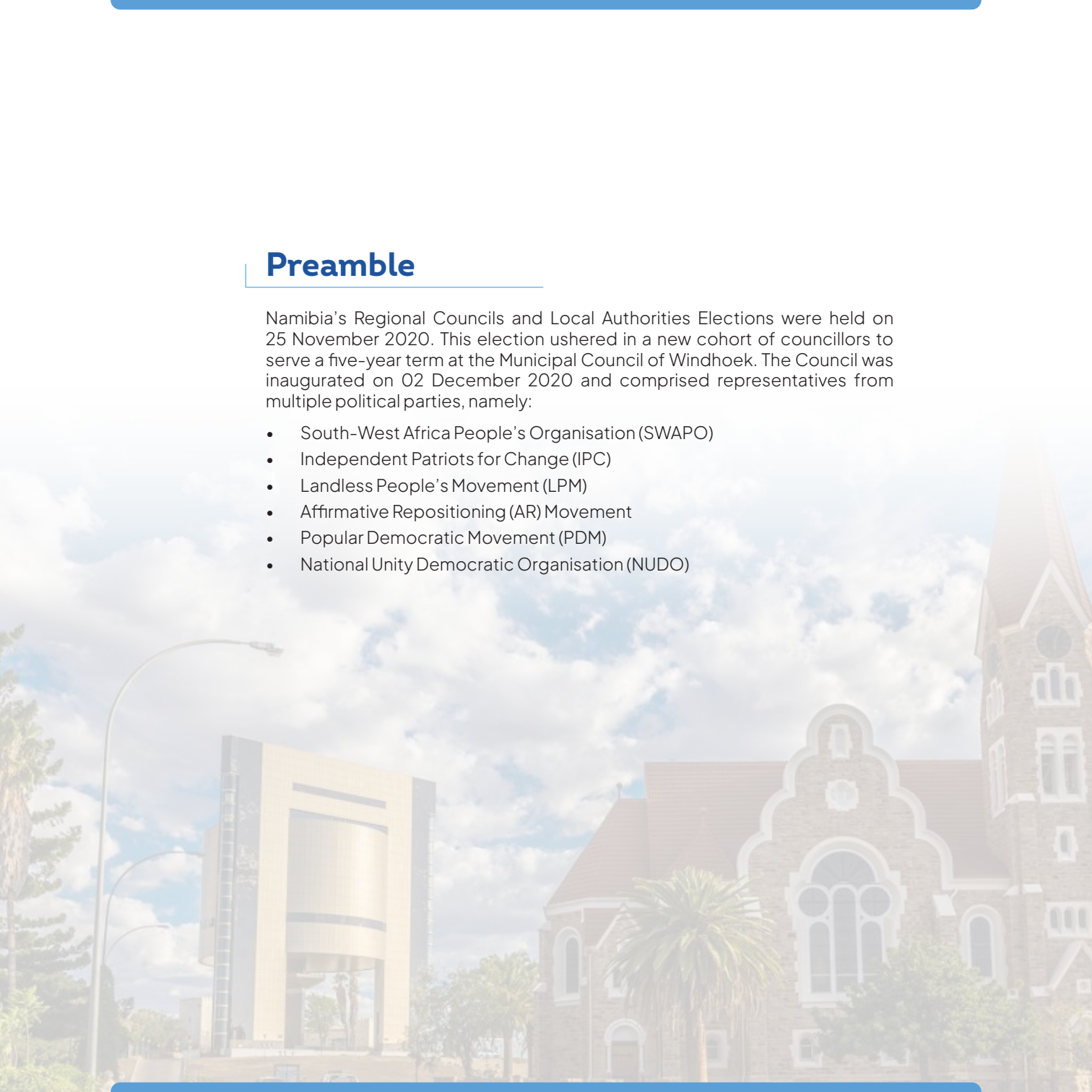


Honouring the Journey, Embracing the Future

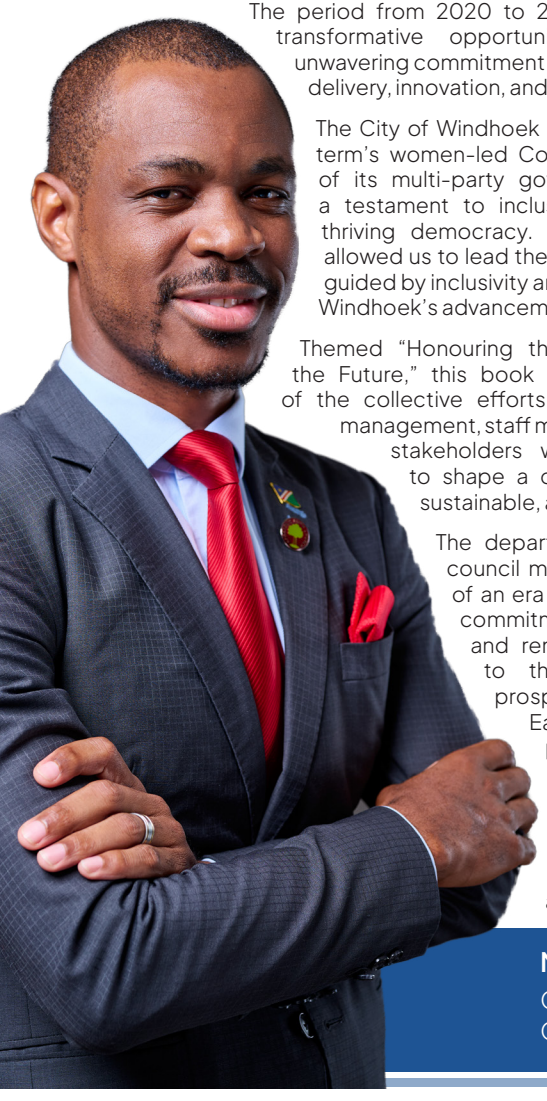
Preamble

Namibia's Regional Councils and Local Authorities Elections were held on 25 November 2020. This election ushered in a new cohort of councillors to serve a five-year term at the Municipal Council of Windhoek. The Council was inaugurated on 02 December 2020 and comprised representatives from multiple political parties, namely:

- South-West Africa People's Organisation (SWAPO)
- Independent Patriots for Change (IPC)
- Landless People's Movement (LPM)
- Affirmative Repositioning (AR) Movement
- Popular Democratic Movement (PDM)
- National Unity Democratic Organisation (NUDO)



Foreword



It is with deep appreciation, pride and a sense of gratitude that I invite residents of our great city to reflect on the remarkable journey of the Municipal Council of Windhoek over the past five years.

The period from 2020 to 2025 has been one of transformative opportunities, resilience, and unwavering commitment to the pursuit of service delivery, innovation, and inclusive development.

The City of Windhoek proudly celebrates this term's women-led Council and the strength of its multi-party governance, standing as a testament to inclusive leadership and a thriving democracy. This unified approach allowed us to lead the city in harmony, always guided by inclusivity and a shared purpose for Windhoek's advancement.

Themed "Honouring the Journey, Embracing the Future," this book captures the essence of the collective efforts of council members, management, staff members, and our valued stakeholders who worked tirelessly to shape a city that is responsive, sustainable, and forward-looking.

The departure of our dedicated council members marks the end of an era defined by unwavering commitment, tireless service, and remarkable contributions to the development and prosperity of Windhoek. Each council member played a pivotal role in shaping the city's trajectory, advocating for its residents, and championing initiatives that left an indelible mark on our communities. Throughout their tenure, the council members exemplified leadership, integrity, and a steadfast dedication to the betterment of Windhoek. Their vision, passion, and tireless efforts helped transform challenges into opportunities, unite diverse voices, and pave the way for a more inclusive, sustainable, and vibrant city for all. We honour the journey by acknowledging the milestones achieved, the challenges overcome, and the lessons learned, while setting the tone for future leaders, investors and stakeholders.

From navigating the complexities of a global pandemic to advancing strategic reforms and community-driven initiatives, this 2020–2025 Council demonstrated courageous leadership and integrity. Their contributions, insights, and leadership have been instrumental in shaping the city's growth, enhancing its infrastructure, and fostering a sense of community that transcends boundaries. As we embrace the future, we do so with renewed purpose and optimism. The foundations laid during this term will serve as a springboard for continued progress, innovation, and inclusive growth. We remain committed to building a Windhoek that reflects the aspirations of all its residents, a city that is sustainable, caring, green, and equitable.

It is with deep appreciation and admiration that we acknowledge the dedication and sacrifices made by each outgoing council member. Their passion for public service, their advocacy for the marginalised, and their unwavering belief in the potential of Windhoek have set a standard of excellence that will endure for generations to come.

To the outgoing council members, Windhoek extends its heartfelt gratitude, best wishes, and profound respect for your service, your leadership, and your tireless commitment to our city. Your legacy will continue to inspire us, guide us, and remind us of the enduring impact of dedicated public service on the lives of those we serve.

Mr Moses Matyayi
Chief Executive Officer
City of Windhoek

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City of Windhoek

Strategic Overview

The outgoing Council contributed to long-term planning and oversaw the implementation of strategic projects aligned with National and Local Development Goals.

The Council began its term during the third year of the Municipal Council of Windhoek's Transformational Strategic Plan 2017–2022 in the 2020/2021 FY, which focused on improving service delivery, governance, and resident engagement. The Transformational Strategic Plan 2017–2022 officially concluded in June 2022, paving the way for the Strategic Plan 2022–2027, which was approved in October 2022. This new strategy built on the previous plan's foundation and introduced a stronger emphasis on two themes **Financial Sustainability and Governance** as well as **Social Progression, Economic Advancement and Infrastructure Development**. The Strategic Plan 2022–2027 gave birth to a new Strategic Intent:

The Strategic Intent



Figure 1: The Strategic Intent

The Municipal Council of Windhoek in its Vision explains the concepts of Sustainability and Caring as follows;

Sustainability Concept

1

Financial

Sustain ourselves through revenue and tax sharing and funding from the Government of the Republic of Namibia for CAPEX, Safety, Early Childhood Development, and Social Projects.

2

Social

Inclusivity, quality of life and social progression emphasising the Caring City concept, corporate social responsibility, and partnerships.

3

Economic

Enhance economic development (investment and creating and sustaining a favourable economic environment).

4

Environmental

Safe, healthy environment, and protection of current and future resources to minimise exploitation.

Caring Concept

We render efficient and effective basic services to ensure the dignity of all residents.

Values



TEAMWORK	CUSTOMER FOCUS	COMMUNICATION	FAIRNESS & EQUITY	INTEGRITY
We work together towards a common goal and foster creativity, team spirit, trust and mutual support	We render efficient, professional and reliable service to all stakeholders by embracing Total Quality Management principles	Share clear, timely and relevant information in a transparent manner through regular communication platforms with internal and external stakeholders	We treat all staff and residents in a just and unbiased manner, whilst respecting individual differences, career aspirations, and needs	Practicing high standards of ethical behaviour, and duty of care
Measurement: Value-based assessments	**Measurement**: Customer satisfaction assessments	**Measurement**: Value-based assessments	**Measurement**: Value-based assessments	**Measurement:** Value-based assessments
Remedial Steps/Consequences to address non-adherence to values				
• Training and Development • Team Building • Enforcement of Labor Relations Policies	• Adherence to Customer Charter • Training and Development • Benchmarking with Other Customer Centres • Team Building • Enforcement of Labour Relations Policies	• Adherence to Communications Policy and Strategy • Training and Development • Benchmarking with Other Organisations • Team Building • Enforcement of Labour Relations Policies	• Adherence to Governance Principles (e.g., King IV, NamCode, and other relevant legislation) • Training and Development • Benchmarking with Other Organisations • Team Building • Enforcement of Labour Relations and Applicable Policies	• Adherence to Governance Principles (e.g., King IV, NamCode, and other relevant legislation) • Training and Development • Benchmarking with Other Organisations • Team Building • Enforcement of Labour Relations and Applicable Policies

Figure 2: Values

External Context



Top two Cleanest Cities in Africa
"Source: NCESC"

N$20 billion Growth Asset Base

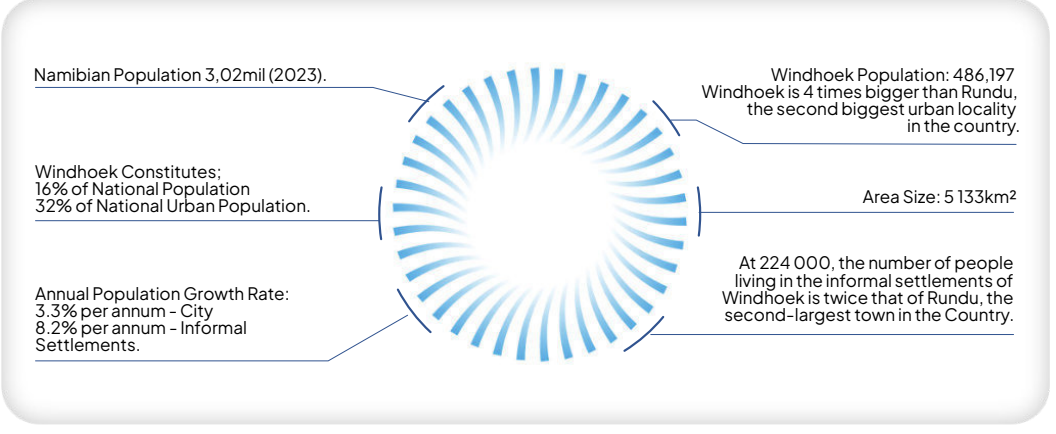
N$20 billion Net Assets

30% contribution to National GDP

2 489 Staff Complement

Well Maintained Infrastructure

Accredited Scientific Lab in SADC



Mandate of the Municipal Council of Windhoek

The Municipal Council of Windhoek is mandated by the Local Authority Act 1992, Act 23 of 1992 (as amended). Section 30 outlines the following:

Subject to the provisions of subsections (2) and (3), a Local Authority Council shall have the power-

Table 1: Powers and Duties of Municipal Council of Windhoek

Powers and Duties
a) subject to the provisions of Part VI, to supply water to the residents in its area for household, business or industrial purposes;
b) subject to the provisions of Part VII, to provide, maintain and carry on a system of sewerage and drainage for the benefit of the residents in its area;
c) to provide, maintain and carry on services to such residents for the removal, destruction or disposal of nightsoil, rubbish, slop water, garden and stable litter, derelict vehicles, carcasses of dead animals and all other kinds of refuse or otherwise offensive or unhealthy matter;
d) subject to the provisions of Part VIII, to establish and maintain cemeteries, or to take over any cemetery situated within its area;
e) subject to the provisions of Part IX, to construct and maintain streets and public places;
f) subject to the provisions of Part X and the Electricity Act, 2000 (Act No. 2 of 2000), to supply electricity or gas to the residents in its area;
g) to establish, carry on and maintain sand, clay, stone or gravel quarries and works for the manufacture of bricks and tiles, and to dispose of sand, clay, stones, gravel, bricks and tiles exploited or manufactured from such quarries;
h) subject to the provisions of Part XI, to establish, carry on and maintain a public transport service;
i) subject to the provisions of Part XII, to establish, with the prior approval of the Minister and in accordance with such conditions as may be determined by him or her, a housing scheme, whether by itself or in conjunction with any other person;
j) to establish, carry on and maintain markets and, for that purpose, to construct and let market houses, auction or sale rooms, stalls, warehouses and other buildings for the sale or storage of goods at such market;
k) to establish, carry on and maintain -
i) abattoirs;
ii) aerodromes;
iii) an ambulance service;
iv) bands and orchestras;
v) dipping tanks;
vi) a fire brigade;
vii) museums and libraries;
viii) pounds;
ix) nurseries;
x) a traffic service;
l) to construct and maintain buildings or depots for the reception or storage of perishable goods;
m) to establish and maintain parking garages and to designate areas for the parking of vehicles;
n) to beautify and secure the neatness of its area, including the planting, trimming or removal of trees;
o) to establish and maintain any building or structure for any community requirement;

p) to allocate bursaries, and grant loans, for educational purposes;

q) to confer honours upon any person who has in the opinion of the Local Authority Council rendered meritorious service to its residents;

r) to construct, acquire and maintain railway sidings, including marshalling yards, in any industrial area or areas, and to recover the costs incurred in connection with such construction, acquisition and maintenance from the owners of immovable property connected or capable of being connected to, or using or capable of using, such railway sidings;

s) to acquire, hire, hypothecate or let any movable property, or, sell or otherwise dispose of such movable property in any manner whatsoever to the State, a regional Council or any other Local Authority Council or, unless the Minister determines otherwise, by public auction to any other person;

t) subject to the provisions of part XIII, to -

i) hire or otherwise acquire, with the prior written approval of the Minister and subject to such conditions, if any, as her, any immovable property or right therein;

ii) buy or acquire, with the prior written approval of the Minister and subject to such conditions, if any, as may be determined by him or her, immovable property or any right in respect of immovable property for any purpose connected with the powers, duties or functions of such Local Authority Council; or may be determined by him or

iii) sell, let, hypothecate or otherwise dispose of or encumber any such immovable property, with the prior written approval of the Minister and subject to such conditions if any, as may be determined by him or her, any immovable property and subject thereto that the Minister may determine the method of sale, excluding a sale by auction, letting or hypothecation to be applied by a Local Authority Council in respect of the immovable property.

u) to determine by notice in the Gazette the charges, fees and other moneys payable in respect of any service, amenity or facility established and provided by it under this Act but subject, in the case of fees and charges in respect of the supply of water and other water related service, to any tariff of fees and charges determined by the Water Regulator under the Water Resources Management Act, 2013 that is applicable to the Local Authority Council, or any matter regulated and controlled by it thereunder;

v) in the case of the

w) to establish from time to time such committees as it may deem necessary to advise it generally or in relation to any particular matter in the exercise of any of its powers or the performance of any of its duties and functions and may appoint such Members or such other persons as it may deem fit to be Members of such committees;

x) to guarantee the due fulfilment of the contracts and obligations of any person, and enter into surety bonds or deeds of security;

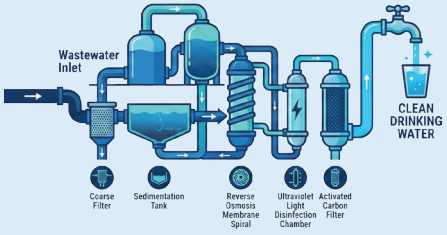
y) to open banking accounts with a banking institution as defined in section 1 of the Banking Institutions Act, 1992 (Act. No. 2 of 1998).

z) to accept donations made or receive moneys offered to it by any person within Namibia Banking or outside Namibia; with the prior approval in writing of the Minister.

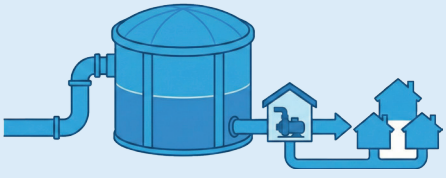
Windhoek Provision of Water

One of the most essential functions of the Municipal Council of Windhoek is the provision of water to its residents. Access to clean and safe drinking water is a basic human right and crucial for the health and well-being of the community. Without proper water supply, people would be at risk of contracting water-borne diseases and other health hazards. Additionally, water is necessary for agricultural and industrial purposes, making it a key enabler of local economic development. By ensuring a reliable water supply, the municipality plays a vital role in the overall development and sustainability of the city.

Bulk Water and Reticulation Infrastructure

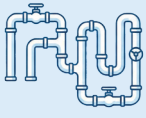


21,000m³ Direct Potable Reclamation Plant



22 Distribution Reservoirs
156,705m³ Storage Capacity

PIPED NETWORK



1,696 km
Total Length

RETICULATION CAPACITY



89,254 m³
Total Volume



63,663
TOTAL WATER METERS

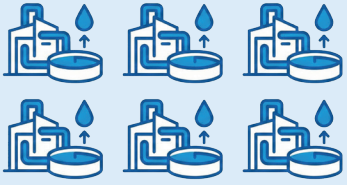


3,049 (+/- 5%)
PRE-PAID METERS

Bulk Wastewater and Sewer Reticulation Infrastructure

SIX (6) WASTEWATER TREATMENT PLANTS

6



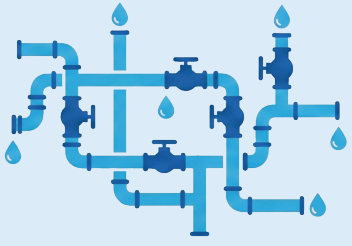
TREATMENT CAPACITY



51,175 m³

DAILY VOLUME

Six (6) Wastewater Treatment Plant



1,310 km of Piped Network

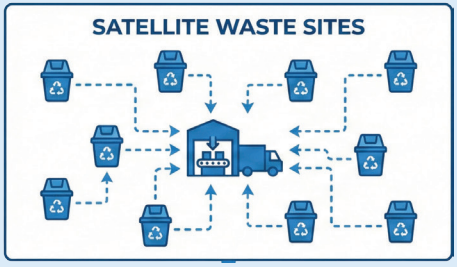


30,758

Sewer Manholes

Solid Waste Infrastructure





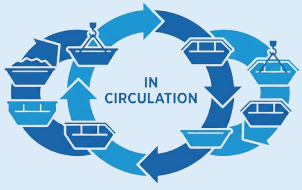
One Conventional Landfill and nine Satellite Waste Sites
[951,600m2 Capacity – Kupferberg 60% utilised]

Solid Waste Management

55,000
WHEELIE BINS



610
SKIP CONTAINERS





One Waste Buy-Back Centre
Inaugurated 12 April 2024

Roads and Stormwater Infrastructure

The Municipal Council of Windhoek is responsible for the construction and maintenance of road infrastructure within its jurisdiction. Roads are essential for providing access to homes, businesses, and public services, and play a crucial role in facilitating transportation, commerce, and economic development. Properly maintained roads also enhance road safety, reduce traffic congestion, and improve overall mobility for residents. By investing in road infrastructure, the Municipality contributes to the overall development and prosperity of the city.

The City of Windhoek's existing roads and stormwater infrastructure comprise the following:

Roads Infrastructure



Surfaced



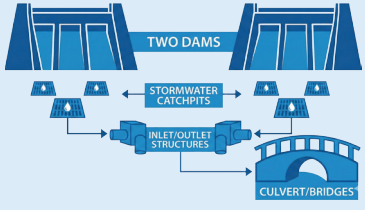
23.51 km/5.96 km block and concrete paving



92.55 km Unpaved (39.57 km Gravel)

Stormwater Infrastructure





Two Dams + Stormwater Catchpits, Inlet/Outlet Structures, Culvert/Bridges

Public Transport

Another important function of the Municipality is providing accessible and efficient public transport services for residents. Public transport plays a significant role in reducing traffic congestion, promoting sustainable urban development, and improving air quality by reducing the number of private vehicles on the road. It also ensures that all residents have equal access to transportation services, regardless of the socio-economic status. By investing in public transport infrastructure and services, the Municipality contributes to the overall well-being and quality of life of its residents.

Public Transport Service recorded (five years) as follows:

- Fuel: 118 800 Litres
- Fare Income: N$ 6 828 939 million
- No of Passengers Transported: 752 941 per annum
- Distance Covered: 247 601 km
- Routes Serviced: +/- 30 routes daily

Electricity

The provision of electricity is another key function of the Municipal Council of Windhoek. Electricity is essential for powering homes, businesses, and public infrastructure, and plays a crucial role in the economic development and well-being of the community. By ensuring a reliable supply of electricity, the Municipality supports local businesses, encourages investment, and improves the overall quality of life for residents. Additionally, access to electricity is essential for promoting environmental sustainability, as it enables the transition to renewable energy sources and reduces reliance on fossil fuels.

The City of Windhoek connected over 4000 informal houses to the electricty grid in the following constituency:

Moses IIGaroëb | Khomasdal | Tobias Hainyeko | Samora Machel

28 highmast lights erected in the period 2020 – 2025.

90MVA 220/66 kV Khomas Substation

Estimated Cost: NAD 235, 097, 291.00

- It's a 90MVA (n-1) 220/66kV Substation
- Situated north of Otjomuise Extension 10 and on the eastern side of Matshitshi Road.
- Expected completion date 10/06/2026. Work has started.

Other projects completed

- Tokens Identifier rollover project
- Grant funding for a solar center of Euro 180,053.00
- Lafrenz load centre 11kv ring network reconfiguration
- Clanwilliam 11kv distribution station switchgear panel board installation
- Simon de Witt / Johann Albrecht distribution stations 11kv ring network reconfiguration
- Namibian Defence Force headquarters bulk supply and switchgear panel board installation
- Launching of the new switchgear panel board installation



Emergency Management

Emergency management and implementing safety measures are important functions of the Municipal Council of Windhoek. Emergency Management and safety are essential for protecting lives and property and preventing hazard emergencies referred to as:

- **Fire**: Any type of fire occurrence posing danger; 3,786 incidents responded to.
- **Rescues**: Any type of incidences to free trapped victims; 308 incidents responded to.
- **Special Service**: Any emergencies and non-emergencies callouts, e.g. access to premises, pressure tests, event standby, etc. 584 incidents responded to.
- **Ambulances** 29,989 incidents responded to.

Emergency management responded to **34,667** emergency callouts with the average emergency callouts per year - **6,933**

Emergency Management Milestones

- Upgrades of Fire Fighting Equipment & Vehicles to the value of N$10.6 Mil
- Fire Brigade levy
- Launch of the Integrated Community Education & Risk Awareness (ICERAC)
- Revised the Disaster Risk Management Plan
- Windhoek Fire Brigade Service Regulations
- Phase 1 of upgrade of Maxuilili Fire Station Completed
- Upgrade of Diaz Fire Station – in progress
- International Fire Safety and Prevention Week
- Namibia Training Authority accreditation for National Certificate Qualification in Fire and Rescue Operation (level 1–4)
- AHP Council accreditation for certificate in Emergency Care Practitioner- Intermediate level
- Approved as Inspection Authority by Ministry of Labour to provide competency related short courses
- Disaster coordination – Jan 2025 flash floods



Establish and Maintain Cemeteries

The establishment and maintenance of cemeteries are important functions of the Municipal Council of Windhoek. Cemeteries provide a final resting place for deceased residents and play a crucial role in preserving the city's history and cultural heritage. By ensuring the availability of burial spaces and maintaining cemeteries in a respectful and dignified manner, the municipality helps to provide closure for grieving families and honour the memory of the deceased. Additionally, cemeteries serve as important public spaces for reflection, contemplation, and remembrance, contributing to the overall well-being of the community. Phase one of the development of the new cemetery in Rocky Crest has been completed, while phase two is currently in progress.



Open Spaces

Another important function of the municipality is maintaining open spaces within the city. Open spaces, such as parks, gardens and playgrounds, provide residents with access to recreational opportunities, green space, and outdoor activities. These spaces contribute to the physical and mental well-being of the community, promoting physical activity, social interaction, and environmental sustainability. By investing in the maintenance of open spaces, the municipality enhances the quality of life for residents and creates a more vibrant and livable urban environment. Council during this period approved the implementation of the Recreational and Open Spaces Development Master Plan.

Governance Structure

Council must adhere to sound governance practices and act in the public interest at all times. The annual election of a new Council within a local authority plays a vital role in maintaining democratic accountability, transparency and community engagement in local governance. In the past five years of the current Council's tenure, Council had elections that saw the election of a Mayor, Deputy Mayor and Management Committee Members. In the past five years, the following have been the Council Members and Structures.

Mayoral Timeline



Change of Office Bearers (2020-2025)

During the 2020 - 2025 term of Office there were several changes in office bearers as depicted below:

Table 2: Change of Office Bearers

2021	
Cllr Fillemon N. Hambuda (Chairperson of Management Committee) was withdrawn from Council with effect from 09/08/2021	Replaced by Cllr Jürgen Hecht with effect from 29/09/2021
Cllr Desiree R. Davids (Management Committee Member) was withdrawn from Council with effect from 10/09/2021	Replaced by Cllr Dr Ottilie S Uukule with effect from 01/12/2021

2022	
Following a vote of no confidence declared in accordance with Section 13 (1) of the Local Authorities Act, 1992 (Act No. 23 of 1992)(as amended), the following Management Committee Members were relieved of their duties with effect from 22/08/2022	**New Management Committee was constituted effective from 23/08/2022.**
Cllr Ndeshihafela Larandja (Chairperson)	Cllr Illse Keister (Chairperson)
Cllr Bernardus Araeb	Cllr Austin K. Kwenani
Cllr Jürgen Hecht	Cllr Sam S. Nujoma
Cllr Ivan Skrywer	Cllr Clemencia C. Hanases
Cllr Dr. Ottilie S. Uukule	Cllr Ivan Skrywer

During the years 2023 – 2024 there were no changes recorded in terms of the office bearers

2025	
Cllr Prof. Job S Amupanda was withdrawn from council with effect from 19/03/2025. Professor Amupanda was elected as a member of Parliament	Replaced by Cllr Maitjituavi Kavetu with effect from 15/04/2025
Cllr Sam S. Nujoma was withdrawn from the council with effect from 28 /03/2025 following his appointment as Governor of the Khomas Region.	Replaced by Cllr Matheus Shoongo with effect from 15/04/2025
Cllr Bernardus Araeb was withdrawn from Council with effect from 25/07/2025	No replacement for Cllr Bernardus Araeb
Cllr Ivan Skywer was elected as a Member of Management Committee with effect from 09/09/2025 following the withdrawal of Cllr Bernardus Araeb	–

The changes as mentioned above is depicted by the structures underneath on an annual basis

City of Windhoek Office Bearers
Dec 2020 - Nov 2021 Tenure

VISION

To be a Sustainable and Caring City by 2027.

MISSION

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



Cllr Prof. Job S Amupanda
Mayor
(AR)



Cllr Clemencia C Hanases
Deputy Mayor
PDM



Cllr Fillemon Hambuda
Chairperson Of Management Committee
IPC
(until 09/08/2021)



Cllr Ndeshihafela Larandja
Chairperson of Management Committee
IPC
(from 11/08/2021)



Cllr Illse Keister
Management Committee
AR



Cllr Ndeshihafela Larandja
Management Committee
IPC



Cllr Joseph Uapingene
Management Committee
NUDO



Cllr Jürgen Hecht
Management Committee
IPC
(replaced Cllr Hambuda with effect from 29/09/2021)



Late Cllr Desiree Davids
Management Committee
IPC
(until 10/09/2021)



Cllr Bernardus Araeb
IPC



Cllr Sade S Gawanas
LPM



Alderwoman Fransina N Kahungu
SWAPO



Cllr Queen O Kamati
SWAPO



Cllr Austin K Kwenani
SWAPO



Cllr Sam S Nujoma
SWAPO



Cllr Magdalena Pienaar-Lombardt
SWAPO



Cllr Ivan Skrywer
LPM

City of Windhoek

City of Windhoek Office Bearers
Dec 2021 - Nov 2022 Tenure

VISION

To be a Sustainable and Caring City by 2027.

MISSION

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



Cllr Sade S Gawanas
Mayor
LPM



Cllr Joseph Uapingene
Deputy Mayor
NUDO



Cllr Ndeshihafela Larandja
Chairperson of Management Committee
IPC
(until 22/08/2022)



Cllr Illse Keister
Chairperson of Management Committee
AR
(from 23/08/2022)



Cllr Bernardus Araeb
Management Committee
IPC
(until 22/08/2022)



Cllr Jürgen Hecht
Management Committee
IPC
(until 22/08/2022)



Cllr Dr. Ottilie S Uukule
Management Committee
IPC
(until 22/08/2022)



Cllr Clemencia C Hanases
Management Committee
PDM
(from 23/08/2022)



Cllr Austin K Kwenani
Management Committee
SWAPO
(from 23/08/2022)



Cllr Sam S Nujoma
Management Committee
SWAPO
(from 23/08/2022)



Cllr Ivan Skrywer
Management Committee
LPM
(until 22/08/2022)
(from 23/08/2022)



Cllr Prof. Job S Amupanda
AR



Alderwoman Fransina N Kahungu
SWAPO



Cllr Queen O Kamati
SWAPO



Cllr Magdalena Pienaar-Lombardt
SWAPO

City of Windhoek Office Bearers
Dec 2022 - Nov 2023 Tenure

VISION

To be a Sustainable and Caring City by 2027.

MISSION

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



Cllr Joseph Uapingene
Mayor
NUDO



Cllr Magdalena Pienaar-Lombardt
Deputy Mayor
SWAPO



Cllr Sam S Nujoma
Chairperson of Management Committee
SWAPO



Cllr Ivan Skrywer
Management Committee
LPM



Cllr Austin K Kwenani
Management Committee
SWAPO



Cllr Prof. Job S Amupanda
Management Committee
AR



Cllr Queen O Kamati
Management Committee
SWAPO



Cllr Ndeshihafela Larandja
IPC



Cllr Jürgen Hecht
IPC



Alderwoman Fransina N Kahungu
SWAPO



Cllr Clemencia C Hanases
PDM



Cllr Illse Keister
AR



Cllr Dr. Ottilie S Uukule
IPC



Cllr Bernardus Araeb
IPC



Cllr Sade S Gawanas
LPM

City of Windhoek

City of Windhoek Office Bearers
Dec 2023 - Nov 2024 Tenure

VISION

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MISSION

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



Cllr Queen O Kamati
Mayor
SWAPO
(from 01/21/2023)



Cllr Joseph Uapingene
Deputy Mayor
NUDO
(from 01/12/2023)



Cllr Bernardus Araeb
Chairperson of Management Committee
IPC
(from 08/02/2024)



Alderwoman Fransina N Kahungu
Management Committee
SWAPO
(from 01/12/2023)



Cllr Sam S. Nujoma
Management Committee
SWAPO
(from 01/12/2023)



Cllr Magdalena Pienaar-Lombardt
Management Committee
SWAPO
(from 08/02/2024)



Cllr Austin K Kwenani
Management Committee
SWAPO
(from 01/12/2023)



Cllr Ndeshihafela Larandja
IPC



Cllr Jürgen Hecht
IPC



Cllr Ivan Skrywer
LPM



Cllr Clemencia C Hanases
PDM



Cllr Illse Keister
AR



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IPC



Cllr Prof. Job S Amupanda
AR



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LPM

City of Windhoek

City of Windhoek Office Bearers
Dec 2024 - Nov 2025 Tenure

VISION

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MISSION

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



Cllr Ndeshihafela Larandja
Mayor
IPC
(from 21/01/2025)



Cllr Clemencia C Hanases
Deputy Mayor
PDM
(from 21/01/2025)



Cllr Illse Keister
Chairperson of Management Committee
AR
(from 21/01/2025)



Cllr Bernardus Araeb
Management Committee
IPC
(from 21/01/2025)
(until 25/07/2025)



Alderwoman Fransina N Kahungu
Management Committee
SWAPO
(from 21/01/2025)



Cllr Joseph Uapingene
Management Committee
NUDO
(from 21/01/2025)



Cllr Ivan Skrywer
Management Committee
LPM
(from 09/09/2025)



Cllr Jürgen Hecht
Management Committee
IPC
(from 21/01/2025)



Cllr Sade S Gawanas
LPM



Cllr Magdalena Pienaar-Lombardt
SWAPO



Cllr Sam S Nujoma
SWAPO
(until 28/03/2025)



Cllr Matheus A Shoongo
SWAPO
(from 15/04/2025)



Cllr Queen O Kamati
SWAPO



Cllr Dr. Ottilie S Uukule
IPC



Cllr Prof. Job S Amupanda
AR
(until 19/03/2025)

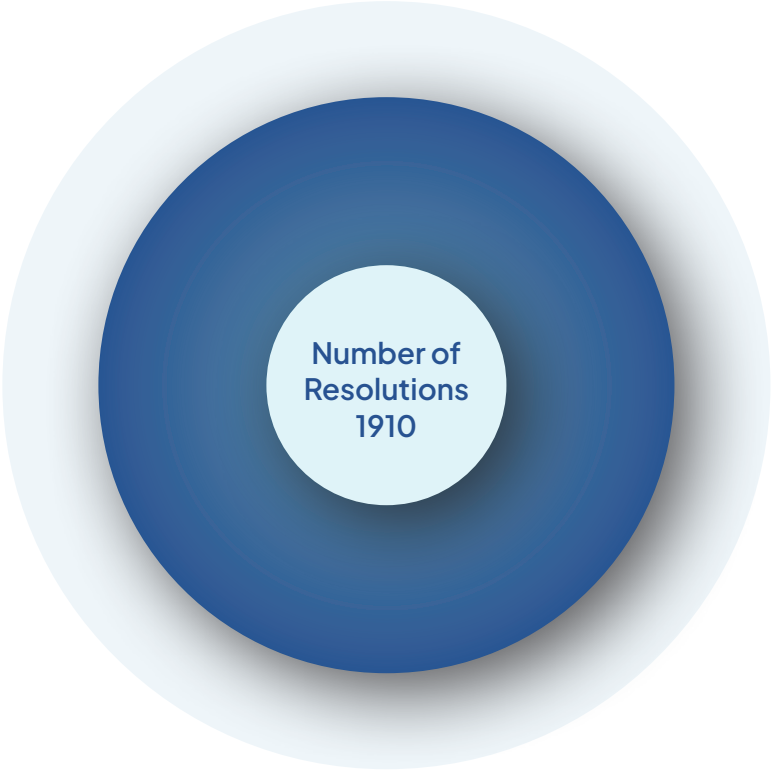


Cllr Maitjituavi Kavetu
AR
(from 15/09/2025)



Cllr Austin K Kwenani
SWAPO

Council Meetings and Resolutions (2020-2025)



Ordinary Council Meetings	Special Council Meetings
52	37

Council Advisory Committees

Council members were part of the seven internal advisory committees and six external advisory committees, namely:

Internal Advisory Committees

1. Provision of Basic Services
2. Economic Development, Public Safety and Citizen Welfare
3. Heritage
4. Financial Sustainability, Performance Management and Policy
5. Land Delivery and Provision of Affordable Housing
6. Formalisation of Informal Settlements and the Integration of Groot Aub
7. External Relations, Mayoral Affairs and Cooperation

External Advisory Committee

1. Association for Local Authorities in Namibia (ALAN)
2. Windhoek Resident Mayoral Trust
3. The Franco Namibian Cultural Centre (FNCC)
4. The Namibian University of Science and Technology (NUST)
5. The University of Namibia (UNAM)
6. Retirement Fund for Local Authorities in Namibia (RFLAUN)

International Agreements Signed



City of Windhoek

No	Partnered Authorities	Importance / Significance of the Agreement
1	Windhoek-Johannesburg, SA	Strategic promotion of South-South cooperation, agenda 2063 and regional integration.
2	Windhoek -Brazzaville, Congo	Strategic promotion of South-South cooperation, and agenda 2063
3	Windhoek- Harare, Zimbabwe	Strategic promotion of South-South cooperation, agenda 2063 and regional integration.
4	Windhoek- San Antonio, USA	Enhancement of City diplomacy and development cooperation.
5	Windhoek-Richmond, USA	Enhancement of City diplomacy and development cooperation.
6	Windhoek- Bremen, Germany	Enhancement of City diplomacy, development cooperation, and third party funding.
7	Windhoek-Berlin, Germany	Enhancement of City diplomacy, development cooperation, and third party funding with the aim of advancing the urban agenda.
8	Windhoek- Mannheim, Germany	Enhancement of City diplomacy, development cooperation, sustainable urban development and third party funding with the aim of advancing the urban agenda, heritage and decolonisation activities.
9	Windhoek-Kingston, Jamaica	Cultural exchange, tourism and economic development.
10	Windhoek-Vantaa Finland	Maintenance of historical linkages and SDG localisation-"the urban agenda". Sustainable Development Goals
11	Windhoek-Jinan, China	Historical link.
12	Windhoek-Nanjing, China	Economic development, Training, social welfare and stakeholders engagement.
13	Windhoek-Nantong, China	Economic development, training, social welfare and stakeholders engagement.
14	Windhoek-Shanghai, China	Economic development, social welfare and City diplomacy.
15	Windhoek-Suzhou, China	Windhoek and Suzhou Agreement • Local Economic Development and Trade, • Science and Technology, • Arts and Culture, • Education and Sports, • Health, Personnel development and promote common prosperity and development.
16	Windhoek-Chongqing, China	Economic Enhancement.
17	Windhoek-Abbotsford Canada	Public Safety, economic enhancement

Table 3: International Agreements

National Agreements

No	Partnered Authorities	Importance / Significance of the Agreement
1	Aranos Town Council	This agreement had not been renewed since 2018, but it was subsequently renewed on 06 February 2025 with the aim of strengthening the relationship between the two Local Authorities.
2	Aroab Village Council	This agreement was first signed on 06 February 2025 with the aim of strengthening the relationship between the two Local Authorities.
3	Bethanie Village Council	This agreement was first signed on 06 February 2025 with the aim of strengthening the relationship between the two Local Authorities.
4	Berseba Village Council	Council Members and technical officials from the City of Windhoek visited Berseba for the first time, following the signing of the agreement on 14 July 2022. On 09 May 2025, the Berseba Town Council received a donation consisting of a compactor truck valued at N$1,331,388.12 and a Nissan bakkie valued at N$87,779.91.
5	Eenhana Town Council	Council Members and technical officials from the City of Windhoek visited Eenhana on a familiarization visit and signed the renewal of the Memorandum of Understanding (MoU) on 22 June 2022. In 2023, the Mayor of Eenhana and a delegation paid a return visit to the City of Windhoek. On 09 May 2025, the Eehnana Town Council received a donation consisting of a compactor truck valued at N$1,535,553.21 and a Mazda bakkie valued at N$87,779.91.
6	Gibeon Village Council	An exchange between technical officials took place in 2021. The agreement was renewed on 07 September 2023 in Windhoek. In 2024, the City of Windhoek contributed N$5,000.00 towards a fundraising gala dinner. On 09 May 2025, the Gibeon Village Council received a donation consisting of a compactor truck valued at N$1,331,388.12, a Colt bakkie valued at N$81,196.52, and a Mazda bakkie valued at N$87,779.91.
7	Gobabis Municipality	An exchange between technical officials took place in 2022. The agreement was renewed on 07 September 2023 in Windhoek. In 2024, the City of Windhoek provided corporate legal support and assisted Gobabis with legal matters. In 2025, a delegation from Gobabis visited the City for a benchmarking exercise in areas such as finance, human resources, tourism, fleet management, and others.
8	Gochas Village Council	The agreement between the two Local Authorities was signed in 2020, in 2024 the Mayor of Gochas paid a courtesy call to the Mayor of Windhoek.
9	Kalkrand Village Council	This agreement was signed on 06 February 2025 with the aim of strengthening the relationship between the two Local Authorities.
10	Karasburg Municipality	Council Members and technical officials from the City of Windhoek visited Karasburg on a familiarisation visit and signed the renewal of the Memorandum of Understanding (MoU) on 12 July 2022. In 2024, the City of Windhoek received technical officials from Karasburg for a benchmarking visit. Furthermore, the Mayor of Karasburg paid a courtesy call on the Mayor of Windhoek.

11	Karibib Town Council	The agreement was renewed on 07 September 2023 in Windhoek. Exchange of technical officials between the Local Authorities.
12	Katima Mulilo Town Council	The agreement was renewed on 07 September 2023 in Windhoek. Exchange of technical officials between the Local Authorities. In 2025, CoW donated a Truck valued at N$365 951.36.
13	Keetmanshoop Municipality	The agreement was renewed on 07 September 2023 in Windhoek. Exchange of technical officials between the Local Authorities.
14	Khorixas Town Council	The agreement was renewed on 07 September 2023 in Windhoek. Exchange of technical officials between the Local Authorities.
15	Lüderitz Town Council	Council Members and technical officials from the City of Windhoek visited Luderitz on a familiarization visit and signed the MoU) in July 2022. Exchange of technical officials between the Local Authorities.
16	Maltahöhe Village Council	Exchange of technical officials between the Local Authorities. And donation of two cars in 2022.
17	Mariental Municipality	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
18	Nkurenkuru Town Council	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
19	Okahandja Municipality	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
20	Okahao Town Council	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
21	Okakarara Town Council	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.

22	Omaruru Municipality	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
23	Ondangwa Town Council	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
24	Ongwediva Town Council	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
25	Opuwo Town Council	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
26	Oranjemund Town Council	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
27	Oshakati Town Council	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
28	Oshikuku Town Council	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
29	Otavi Town Council	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
30	Otjinene Village Council	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.

31	Otjiwarongo Municipality	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
32	Outapi Town Council	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
33	Outjo Municipality	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
34	Rehoboth Town Council	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
35	Ruacana Town Council	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
36	Stampriet Village Council	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
37	Tsandi Town Council	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
38	Tripartite/ Swakopmund/ Walvis Bay	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.
39	Walvis Bay Municipality	Exchange visits between Council Members and technical officials of the respective Local Authorities serve as an important platform for peer learning, knowledge sharing, and capacity building. These visits enable local government representatives to gain first-hand insights into best practices, innovative service delivery models, and governance approaches implemented by their counterparts.

Table 3: National Agreements

Donations

Donations received (2020–2025)

Donation received	By	Type of donation	comments
Vivo Energy	2023	N$160,000.00	Fund used to buy computers and books for the libraries in the informal settlements.
Vivo Energy	2024	N$295,000.00	Fund used for the Sanitation Hub in Mix Settlements.
Vivo Energy	2025	N$750,000.00	Construction of Sanitation Hub.
Afri Food Links	2024	N$700,00.00	Development of Farm Okukuna
United Nations Developement Programme	2025	N$250,000.00	Solar E-Bikes for Farm Okukuna
Erich Koehne Trust	2023	N$11,416,548.00	Katutura Old Age Home
Hanse Wasser Bremen Gm bH	2025	N$160,000.00	Solar powered water pump, Farm Okukuna

Table 4: Donations

The following are donations made by the Municipal Council of Windhoek to other local authorities and institutions.

Donations made (2020–2025)

Local Authority	Vehicle type	Age	Book value (N$)
2022			
Maltahöhe	Toyota Dyna	30	70,000.00
	Ford Icon	14	17,000.00
Namibia Correctional Services	Bus	43	40,000.00
2025			
Berseba Town Council	Compactor Truck	18	1,331,388.12
	Nissan Bakkie	16	87,779.91
Gibeon Village Council	Compactor Truck	18	1,331,388.12
	Colt Bakkie	17	81,196.52
	Mazda Bakkie	19	87,779.91
Okakarara Town Council	Ford Bakkie	21	87,779.91
	Skip Truck	23	1,173,695.59

Local Authority	Vehicle type	Age	Book value (N$)
2022			
Maltahöhe	Toyota Dyna	30	70,000.00
	Ford Icon	14	17,000.00
Namibia Correctional Services	Bus	43	40,000.00
2025			
Rundu Town Council	Isuzu Truck	33	415,118.95
	Mazda Bakkie	29	93,657.42
	Ford Ranger	20	87,779.91
Eenhana Town Council	Compactor Truck	15	1,535,553.21
	Mazda Bakkie	20	87,779.91
Khorixas Town Council	Compactor Truck	15	1,331,388.12
Katima Mulilo Town Counci	Truck	34	365,951.36
	Portable steel Flat Tank	-	
	Ford Courier	32	87,779.91
Rehoboth Town Council	Compressor	37	22,383.01
Outjo Municipality	Refuse Removal Loader	18	1,404,014.74

Table 5: Donations made

Public Meetings

In accordance with Section 88 of the Local Authorities Act,1992 (Act 23 of 1992) as amended, the Windhoek Municipal Council conducted a series of informative and consultative public meetings in all ten constituencies. The aim of these meetings was to discuss matters of public interest and developmental projects during the period of 2021 to 2025.

Planned Public Meetings

Calendar Year	Period	Number of Meetings
2021	16 October – 13 November	19 meetings
2022	23 July – 21 August	19 meetings
2023	09 September - 14 October	19 meetings
2024	06 July – 28 July	17 meetings
2025	03 September - 26 October	16 meetings

Table 6: Planned Public Meetings

The ongoing public engagement efforts through these meetings have significantly contributed to building a trusted, responsive, and transparent municipal brand. The benefits of these meetings are:

- Reinforced the City's image as a people-centred institution that values citizen feedback and inclusivity.
- Enhanced community confidence in municipal processes, governance, and accountability, helping to foster civic pride.
- Provide platforms to clarify misinformation, thereby protecting the City's reputation.
- Allowed the City to showcase projects, success stories, and service improvements, reinforcing positive public perception.
- Strengthened stakeholder relations, improving collaboration between residents and various City departments.
- These engagements also provided vital insights that informed more responsive service delivery and communications strategies, ultimately positioning Windhoek as a forward-thinking and citizen-responsive capital city.





Leadership Reflections 2020 - 2025



Service Beyond Politics

1. Who are you? What's your headline?

I am Council Member Ndeshihafela Larandja, the current Mayor of Windhoek (2025). My leadership philosophy is anchored in service beyond politics, strict adherence to the rule of law, and a commitment to sustainable urban development. I believe that leadership means putting the community first and ensuring every decision aligns with legal and ethical standards.

2. How would you describe your journey prior to securing your current role as a Council Member on Windhoek Municipal Council in 2020?

Before joining the Council, I served as a Senior Auditor at the Office of the Auditor General and pursued advanced academic qualifications, including a Master of Commerce in Governance & Strategic Leadership and an MBA in Business Management as well as a Postgraduate Degree in Procurement Management in My professional and academic background gave me a strong foundation in accountability and compliance, which shaped my approach to governance.

3. How would you describe your experience now after serving on the Windhoek Municipal Council for the past 5 years?

It has been a mammoth task, far more complex than anticipated. Being on the ground taught me more than I expected. The role required me to become multi-disciplined and to understand that leadership means service beyond politics. It's not about personal comfort; it's about focusing on the real situation and making decisions that impact lives.

Cllr Ndeshihafela Larandja

(IPC)

4. What's been the hardest part of being a member of the Municipal Council of Windhoek?

The hardest part has been navigating differing political outlook among Council members, which at times created barriers to efficient progress and constructive action. When everyone pulls in different directions, it becomes difficult to make informed and timely decisions.

5. What's been the most fulfilling part of being a Council Member?

Improving public participation and creating spaces for residents to be heard. I introduced pre-engagement meetings with smaller, more manageable groups to ensure inclusive and meaningful dialogue. Seeing people from all corners of Windhoek engage and share their concerns has been deeply rewarding.

6. What's been the most difficult part of being a Council Member?

Managing expectations while ensuring every decision strictly complies with the law and constitutional obligations. People often expect quick fixes, but governance requires careful, lawful processes.

7. What does the quote mean to you?

From the outside, leadership seems straightforward, but stepping into the driver's seat reveals its true complexity. The responsibility is immense, and every decision shapes outcomes. It's not just about making choices—it's about owning them and their impact.

8. Who inspired you the most (and why)?

My inspiration comes from those who taught me that leadership is about service and accountability. These values have guided me throughout my career and public service.

9. Which Members of Council did you work well with and who stood out?

I worked collaboratively with all Council members despite political differences. My leadership roles on the Council Advisory Committees ranged from being:

- Chairperson of the External Relations, Mayoral Affairs and Cooperations Committee.
- Member of the Disaster Risk Management Committee; and
- Member of the Heritage Committee

The above portfolios allow me to foster teamwork and inclusivity, which I consider essential for progress.

10. If you had a second opportunity to change anything?

I would accelerate decision-making processes and reduce delays in service delivery. Delays hold back progress, and unity over politics is critical for achieving results.

11. What's your advice to the next generation of political leaders in the Local Government Sector (15 words or less)?

"Leave politics out. Make decisions quickly and explain them so people understand. Delays hold back progress."

Dignity Through Service



1) Who are you? What's your headline?

I regard myself to be a well-groomed professional and politician of note with a passion for community service and serving humanity. My political rise has driven my career, and I'm very people-centric and love solving complex challenges. I am driven and learned to operate with compassion in the corporate space, government and political office roles and contributed largely to transformation wherever I was deployed. Now I am a blend of an established corporate and political expert by practice and experience.

I joined the Municipal Council of Windhoek in December 2020, representing the governing party, SWAPO. Before I was elected as Windhoek Mayor on 01 December 2023, I served as a member of the Management Committee in 2023, a crucial role in the governance structure of the Windhoek Municipal Council.

Following my election into Council in 2020, I was designated to serve as a SWAPO Chief Whip for the City of Windhoek Council members. As part of my role as Mayor, I also served as a Trustee of the Windhoek Mayoral Residents Trust, a charity formation of the Office of the Mayor that provides aid to the most vulnerable residents in Windhoek.

As an active contributor to the Windhoek Municipal Council structures, I am serving in Sub-Committees of Council such as the Council's Advisory Committee on Provision of Basic Services, Advisory Committee on Economic Development, Public Safety and Citizens Welfare, Advisory Committee on Audit and Risk as well as Advisory Committee on Heritage. Additionally, I am a Trustee on the Retirement Fund for Local Authorities and Utility Services in Namibia (RFLAUN).

I hold a Bachelor of Business Management Honours Degree (2023), a bachelor's degree in marketing (2022) a Diploma in Marketing and Sales (2022) from the Namibia University of Science and Technology (NUST), and a certificate in Compliance Management from the University of Cape Town (2023) (UCT), all these academic accolades highlight my commitment to education and continuous learning.

I consider myself an embodiment of exemplary leadership with dedication to personal and professional development and growth. I recently completed my Postgraduate Diploma in Project Management with the Stellenbosch Business School in South Africa. Currently, I am reading towards a Master's in Business Administration specialising in Management Strategy through the University of Namibia Business School.

Equally, I am pleased to have published a Research Paper in the International Journal of Contemporary Research Multi-disciplinary in India through the Namibia University of Science and Technology; the research investigated the factors affecting the implementation of the Municipal Council's 2017–2022 Transformational Strategic Plan in Namibia.

Prior to serving as a Member of the Windhoek Municipal Council, I held roles as Marketing and Corporate Communications Officer as well as in the Credit Risk Department at the Development Bank of Namibia (DBN) 2015–2018 respectively and later served as the Personal Assistant to the Deputy Minister of Labour, Industrial Relations, and Employment Creation from 20018– 2020 I have been recently employed as the Manager: Stakeholder Management, at CMB.TECH Namibia from May 2025 to date.

I strongly believe that as a youth leader, I have developed a rich background in local politics and structural leadership. I believe this expertise contributed to my ability to navigate the role of Council mayorship (2024), especially the passion I have for youth engagement in the City's Development Agenda.

As a Council Member, the lesson learnt was that leadership is not about power or privilege but mainly accountability, empathy, and ensuring that every resident lives in a dignified manner.

2) How would you describe your journey prior to you securing your current role as a Council Members on Windhoek Municipal Council in 2020?

"Throughout my journey, I have learned that Leadership is not about power or privilege. It is about the embodiment of empathy, accountability and serving to firstly understand that challenges may be unique and require a specific approach to solve them, to ensure every resident we serve must, in the end, live with dignity.

In the beginning, we had high expectations and limited understanding of the true realities of the institutional framework; however, having been in Council now, I can say I am fulfilled to have learned great lessons, personally, and in leadership.

I worked with a diverse group of talented persons, both at the Council Level and internally with the support of our technical staff members, and we formed expert alliances to understand how to solve complex challenges.

3) How would you describe your experience now after serving on the Windhoek Municipal Council for the past 5 years as a Council Member?

There is a distinction between perception, facts and reality. "Reality will humble you", and that for me is a highly valuable lesson I shall cherish in life. Overall, I can say it has been a journey full of lessons of growth, of learning to accept different people from diverse backgrounds, cultures and ideas.

I have learned that Public Service teaches you tolerance. In fact, in the end, you get to realise quickly that leadership in general is not about titles or accolades, but it has a lot to do with leveraging the skills you possess to find a fine balance of humility and reality, while interdependence on the skills of others through "Teamwork, collaboration and principled compromises."

4) What's been the hardest part of being member of the Municipal Council of Windhoek?

"My priority was to ensure equal distribution of services. To see a Windhoek where no one is left behind, whether they live in the west or the east, in the informal settlements or in the affluent suburbs.

Every one of those residents is the responsibility of the Council. Our duty is to ensure access

Cllr Queen O. Kamati
(SWAPO)

to basic services like housing, water, electricity and sanitation.

There are Professional Engineers, Certified Chartered Accountants, Certified Strategy and Management Practitioners, Registered Planners and a diverse group of experts.

As a Council Member, you will be required to make time to read a stack of documents, the need to consult prudently, and to build relationships because decisions will need to be made prudently and objectively. Decisions must be guided by law and by what benefits the majority."

5) What's been the most fulfilling part of being a Council Member of the Municipal Council of Windhoek?

When I joined the Council, we either knew each other in some way or we were meeting for the first time. The opportunity to have created a great working relationship.

I must say, having to complete a full term with almost 90% of the Council Members I started with is highly fulfilling. Equally, there are a lot of moments of fulfilment over the years; however, being able to be responsive to the needs of those I was entrusted to lead is a great moment of fulfilment for me.

Empathy in Leadership

"In demonstrating empathy as Mayor in 2024, "When I was Mayor, I kept Mondays open as a 'clinic day', a day for residents to walk into my office, with or without an appointment. People just want to be heard.

Sometimes a simple response can give someone peace." While I couldn't always meet every need, I've learned that people often just want to be heard. Sometimes, a simple and sincere response can act as a solution."

A Legacy of Dignity and Sanitation

"Dignity is a constitutional right. Without sanitation, we invite disease, crime and loss of confidence, especially among women and children. I pledged my mayoral fund to support the project because sanitation is not just infrastructure, it is safety, it is health, it is dignity."

6) What's been the most difficult part of being a Council Member of the Municipal Council of Windhoek?

Every moment in Council was an opportunity for learning; however, the most challenging juggle was being able to balance the need for legal requirements as a policymaker and solving the realities of community needs with competing priorities, which required analytical and collaborative skills.

It was always a battle to prioritise pertinent developmental challenges with available resources at our disposal in terms of budgeting and resource allocation. The processes and systems are highly bureaucratic; however, when prudently complied with, I always have peace of mind.

7) "Everyone wants to be in the Council as a Council Member, but no one truly knows what it means to be in the driver's seat (until you're in it)." What does this quote (in relation to being a Council Member) mean to you?

As Members of a Council your duty and obligation is Servanthood Leadership to the people and Stewardship to the staff members to ensure implementation of Council's Mandate as provided for under provisions of the Local Authorities Act, 1992 (Act 23 of 1992) as amended, which among others is to be the enabler to access to basic services such as basic/affordable housing, water, electricity and sanitation is accessible. Serving everyone regardless of their background, creed and or status in society, must always be the goal.

When you become a leader in this sector, you must be prepared to serve with the purpose to see a Windhoek where no one is left behind, whether they live in the west or the east, in the informal settlements or in the suburbs. Every one of those residents becomes the responsibility of the Council.

As a leader, during my mayoral tenure, I reserved Mondays as a 'clinic day', a day for residents to walk into my office, with or without an appointment. I devised this initiative because I realised that people just want to be heard. Sometimes a simple response can give someone peace.

These engagements helped me to prioritise and ensure equitable distribution of services to all our citizenry, a capital city in which no one is left behind, whether they live in the west or the east, in the informal settlements or the suburbs. All residents are the responsibility of the council, simply because our duty is premised on ensuring that access to basic services like housing, water, electricity and sanitation is easily accessible. Constant consultation is crucial to building relationships if you want to make informed decisions guided by law and by what benefits the majority.

8) What person in your life, living or deceased, has inspired you the most (and why)?

There are so many people who have inspired my journey, and if I were to list them all would be endless. Because I simply have a strong belief that I have been honed by great leaders whom I have encountered throughout my life.

They all played their role in their unique ways, be it political, academic, professional or leadership. However, if I must be neutral, I will say my grandmother, Kuku Selma Dhaanda Pelema- Kaanandunge, remains my greatest inspiration in the lessons of navigating life. She was a tough, principled, highly spiritual and hardworking yet soft-hearted in many ways. She was tough in discipline yet humble in approach.

9) Which Members of Council would you say you worked well with and which one was the most among the fellow Municipal Council Member, and why?

I am of the view that every individual is born unique, and we all have been shaped by our experiences in life. I am humbled that I was able to work with each member of council based on their unique character and personality they positively brought to Council.

Each Council Member is unique, and we all brought a diverse level of understanding of issues, views and perspectives. This was interesting for me, and I can say I learned how to work well with everyone without being specific to an individual council member.

10) if you had a second opportunity to change anything which you may not have succeeded in, and or achieve – what will that be and why?

I am passionate about service delivery in order to have our residents live in a dignified manner. While serving as Mayor in 2024, I participated in the African Mayoral Leadership Initiative (AMALI), with a goal of championing a legacy goal focused on the provision of communal sanitation and water services to informal settlement households of Windhoek, aiming to combat urban decay and restore the dignity of Windhoek's residents.

Through AMALI, I spearheaded efforts towards achieving this goal and made tangible strides in addressing service delivery gaps in informal settlements. If given a second opportunity, I would redouble my effort to make more impact through these initiatives again and again.

11) What's your advice to the next generation of political leaders in the Local Government Sector, in 15 words or less?

"Politics must never stand above people. Leadership is about compassion, not control. Listen, engage and act. That is how you build trust and dignity in the City." Have respect for people's viewpoints and engage maturely with the aim to arrive at a commonly agreeable resolution.

There is an adage saying that Readers are always Leaders" I couldn't agree more; hence, I must emphasise that it is important for the next generation of leaders to embody the skills of readership. Continuous learning is vital to staying abreast of the latest developments and trends. Future leaders keep on reading, consult broadly and build strong relationships. Read more and consult widely to have an open perspective, and build relationships.



Unity Before Politics

1. Who are you? What's your headline?

I am Council member Joseph Uaraa Uapingene, represedning the National Uinion Democratic Union (NUDO) I was born and raised in Okakarara in the Otjozondjupa Region. My upbringing in a humble rural community taught me the values of hard work, integrity, and service to others principles that have guided my leadership journey.

"Unity Beyond Politics: Serving with Integrity and Purpose."

2. How would you describe your journey prior to securing your current role as a Council Member on Windhoek Municipal Council in 2020?

My path was grounded in public service and financial management. From Assistant Accountant to Chief Accountant at the Ministry of Works and Transport, I learned the value of accountability and efficiency. These experiences prepared me for the complex realities of local governance and shaped my commitment to ethical leadership.

3. How would you describe your experience now after serving on the Windhoek Municipal Council for the past 5 years as a Council Member?

It has been challenging yet transformative. Despite limited resources and political divides, we achieved meaningful progress connecting electricity to neglected communities, resettling families from riverbeds, and implementing policies that improved land delivery and housing affordability. These victories, though small, changed lives and strengthened governance.

4. What's been the hardest part of being a

Cllr Joseph Uapingene
(NUDO)

member of the Municipal Council of Windhoek?

Bridging political divides. When I became Mayor, the Council was paralyzed for two months. I reminded everyone: I did not come to serve a party; I came to serve residents. Bringing everyone back to the table and restoring functionality was one of my toughest but proudest moments.

5. What's been the most fulfilling part of being a Council Member of the Municipal Council of Windhoek?

Helping residents gain security of tenure and dignity through land and housing initiatives has been the most rewarding aspect of my service. Cleaning the waiting list of 17,000 households, approving the Affordable Housing Policy, and partnering with NHE for housing delivery were milestones that gave hope to thousands of families.

These achievements were made possible through the leadership roles I held during my tenure:

- Management Council Member (2020–2021)
- Deputy Mayor (2021–2022)
- Mayor (2022–2023)
- Deputy Mayor (2023–2024)
- Management Council Member (2024–2025)
- Chairperson of the Advisory Committee on Land Delivery and Provision of Affordable Housing

Each role provided an opportunity to influence policy and drive initiatives that improved lives and strengthened governance.

6. What's been the most difficult part of being a Council Member of the Municipal Council of Windhoek?

Managing expectations. Communities often expect immediate solutions, but budgets and bureaucracy slow progress. Explaining this without diminishing hope was extremely challenging.

7. "Everyone wants to be in the Council as a Council Member, but no one truly knows what it means to be in the driver's seat (until you're in it)." What does this quote mean to you?

Leadership is not about titles it's about sleepless nights, tough compromises, and doing what's right even when unpopular. The weight of responsibility is far greater than most imagine.

8. What person in your life, living or deceased, has inspired you the most (and why)?

Nelson Mandela. His ability to reconcile and unite people after deep divisions taught me that leadership is about healing, not domination. His example guided my approach to bridging divides within Council.

9. Which Members of Council would you say you worked well with and which one was the most among the fellow Municipal Council Members and why?

I worked best with colleagues who prioritized service delivery over politics. Those who embraced collaboration during times of division stood out, they reminded me that progress is possible when we put residents first.

10. If you had a second opportunity to change anything which you may not have succeeded in, and/or achieve what will that be and why?

If I had a second chance, I would push harder for land allocation reforms. Land is dignity, freedom, and security. Many residents have waited decades for ownership, and that struggle must continue.

11. What's your advice to the next generation of political leaders in the Local Government Sector, in 15 words or less?

"Serve beyond party lines. Prioritize people, embrace transparency, and lead with humility and integrity."

Leadership is About Service



1. Who are you? What's your headline?

I was born in 1988 in Windhoek's Katutura suburb. I began my journey in public service with a strong sense of purpose and community commitment. I joined the Municipal Council of Windhoek in December 2020 as a representative of the Landless People's Movement (LPM). I was a Former Mayor of Windhoek (2022) and recently I have been appointed as Chairperson of City of Windhoek Sustainable Development Goals Localisation Committee tasked with the responsibility of coordinating the localization, implementation, monitoring, and reporting of SDGs in the City of Windhoek. I equally had the privilege to serve on various Council Advisory Committees such:

- Economic Development, Public Safety & Citizens Welfare
- Heritage Committee (Street Naming/Renaming)
- Land Delivery & Affordable Housing
- Formalization of Informal Settlements & Groot-Aub Integration
- External Relations, Mayoral Affairs & Cooperation (Chairperson, 2022)

I think I championed initiatives aimed at bridging gaps between residents and administration, strengthening international partnerships, and laying the foundation for sustainable urban development. My tenure reflects a deep commitment to inclusive governance, prioritizing community welfare and long-term progress over short-term gains.

My leadership philosophy was: "Leadership is about service, not titles."

2. How would you describe your journey prior to you securing your current role as a Council Member on Windhoek Municipal Council in 2020?

Before entering politics, I worked as a flight attendant for Air Namibia, a position I left to pursue my passion for activism and governance. My dedication to social justice and community upliftment quickly became evident when, following the Municipal Council elections of Office bearers on 02 December 2021, I was unanimously elected Mayor of the City of Windhoek.

3. How would you describe your experience now after serving on the Windhoek Municipal Council for the past 5 years as a Council Member?

Reflecting on my five-year journey, I would describe my experience as both demanding and rewarding, a period marked by growth, resilience, and unwavering dedication to public service. It has been a journey that forced growth. I've learned to listen, to engage, and to take accountability even when the criticism is harsh.

4. What's been the hardest part of being a member of the Municipal Council of Windhoek?

The hardest part has been separating

Cllr Sade S. Gawanas
(LPM)

personal feelings from public duty. I believe effective governance requires character over reputation and service over recognition. Criticism is never easy, but I view it as an opportunity for learning.

5. What's been the most fulfilling part of being a Council Member of the Municipal Council of Windhoek?

As Mayor in 2022 and later as Council member for Katutura Central, I brought a leadership style grounded in accountability, empathy, and transformative vision. I championed initiatives aimed at bridging gaps between residents and administration, strengthening international partnerships, and laying the foundation for sustainable urban development.

6. What's been the most difficult part of being a Council Member of the Municipal Council of Windhoek?

Navigating complex legal and structural challenges in land provision and addressing systemic issues in governance were among the most difficult aspects of my role.

7. Everyone wants to be in the Council as a Council Member, but no one truly knows what it means to be in the driver's seat (until you're in it)." What does this quote (in relation to being a Council Member) mean to you?

Everyone wants to be in the Council as a Council Member, but no one truly knows what it means to be in the driver's seat until you're in it."

To me, this means leadership in Council is far more complex than it appears from the outside. Once in the driver's seat, you realize the weight of responsibility, the need for compromise, and the challenge of turning vision into action. For me, leadership has always been about service, not titles

8. What person in your life, living or deceased, has inspired you the most (and why)?

As a Council member, I hold deep admiration for individuals who rise above every obstacle, regardless of their own limitations or disabilities, to make a meaningful contribution toward the greater good. Their resilience and unwavering commitment remind us that true impact is not defined by perfection, but by courage and purpose. These are the people who inspire progress and embody the spirit of service that strengthens our community.

9. Which Members of Council would you say you worked well with and which one was the most among the fellow Municipal Council Members and why?

I would most definitely take a moment to acknowledge the remarkable qualities demonstrated by two distinct Council members. Cllr Dr. Uukule her empathy and exceptional listening skills have created a space where voices feel heard and valued, fostering trust and collaboration.

Cllr Nujoma his openness to consider opposing views and his ability to steer discussions toward amicable solutions exemplify true leadership and commitment to consensus-building. These attributes strengthen our collective decision-making and set a standard for constructive engagement.

10. If you had a second opportunity to change anything which you may not have succeeded in, and/or achieve – what will that be and why?

If I am granted a second opportunity to serve, land delivery and job creation will remain at the core of my priorities. Both are critical enablers for unlocking better opportunities for individuals, strengthening communities, and driving sustainable growth for our country as a whole.

11. What's your advice to the next generation of political leaders in the Local Government Sector, in 15 words or less?

Pledge to lead with integrity, prioritize the needs of our communities, embrace collaboration, and remain steadfast in advancing sustainable development. These principles will guide every decision and action, ensuring that efforts are creating lasting impact for current and future generations.

An Activist for Social Justice: Leading Change Through Substance Over Form



1. Who are you? What's your headline?

I am an activist. Not by title, not by position, but by conviction. Activism is not something I do; it is who I am. Whether I am in a village, at university, in the City of Windhoek, or in parliament, my mission remains the same: to make my community, Namibia, and the world a better place.

For me, leadership is about transformation. It is about moving people from point A to point B, where point B represents progress, fairness, and hope. Leadership is not about status or formality; it is about substance. It is about meeting people at the point of need and working tirelessly to create a society that is equal, just, and inclusive.

Politics, for me, is not a career - it is a platform for service. It is a means to address the real needs of real people. I believe that society must change, and that change must be rooted in justice and fairness. This is why I prioritise substance over form. Titles and positions do not define me; impact does.

My headline is simple: I am an activist for social justice. That means I will always stand for equality, fairness, and the belief that every person deserves dignity and opportunity. This is my mission on Earth, and it will remain so - regardless of where I am or what role I hold.

2. How would you describe your journey before securing your current role as a Council Member on Windhoek Municipal Council in 2020?

My journey has been defined by a deep commitment to activism and social justice. For 13 years I worked in academia, earning a PhD in Political Studies and engaging in research that challenged systemic inequality. But activism was always at the core of my identity.

In 2014, driven by strong convictions to create tangible change, I co-founded the Affirmative Repositioning Movement, which mobilised thousands of Namibians to apply for residential land. This bold initiative disrupted entrenched systems and pushed land reform to the top of Namibia's political agenda.

Before that, I served as Secretary for Information and Mobilisation in the SWAPO Party Youth League, experiences that sharpened my understanding of political structures and the urgency of dismantling bureaucratic barriers.

The movement developed a transformative blueprint called Windhoek's Radical Transformation (WRT), which became our plan of action. When we negotiated with the President in 2015 for a massive urban land servicing programme - targeting Windhoek, Walvis Bay, and Oshakati as pilots - we were prepared. This understanding positioned me uniquely when I later joined the Municipal Council of Windhoek, where WRT served as a roadmap for my philosophy of social justice and practical governance.

In short, my journey has been about combining ideas with action.

3. How would you describe your experience now after serving on the Windhoek Municipal Council for the past 5 years as a Council Member?

My experience on the Windhoek Municipal Council has been both transformative and deeply challenging. To be honest, the City of Windhoek remains a hurtful experience for me. I still feel pain when I come to the City - not because change was impossible, but because the system, internal dynamics, and politics often resisted the very reforms we sought to implement.

Yet, despite these obstacles, we have achieved significant progress. From a leadership perspective, we managed to drive change and restore credibility. Government began to respect the City of Windhoek, and the groundwork for transformation was properly set. Internally, we worked hard to shift the organisational culture - creating safe spaces, demanding accountability from executives, and passing critical policies such as the anti-fraud framework. We ensured internal audit had a seat at management meetings, strengthening transparency.

Financial discipline was another major win. When we came in, the City's debt stood at N$1.2 billion. By the time I left, it had been reduced to about N$900 million. We also implemented measures like cutting off water for overdue accounts, which significantly improved revenue collection.

On land issues, the only instance of so-called land grabbing occurred in 2021 when I was mayor. After that, there was not a single case of land grabbing in Windhoek - a testament to the stability we brought.

Former Council Member Prof. Job S. Amupanda
(AR)

However, the fightback was intense - both personal and systemic. The resistance to change was real, and at times, painful. But these experiences reinforced my belief in substance over form and the importance of courageous leadership in the face of entrenched systems.
In summary, my years serving were marked by hard-won victories, systemic resistance, and lessons in resilience. It was a journey that tested my convictions, but also affirmed my commitment to social justice and transformative leadership.

4. What's been the hardest part of being a member of the Municipal Council of Windhoek?

The hardest part has been confronting entrenched systems that actively resist change. For me, the City of Windhoek remains a painful experience - not because transformation was impossible, but because the system fought back at every turn.

People often assume that corruption is driven by incompetence, but the reality is the opposite: corrupt networks are highly sophisticated. They saw the danger of reforms like Nova Actus and worked relentlessly to block them at all costs. This resistance wasn't just political - it was systemic, involving administrators, politicians, and external forces.

The tension between governance principles and political realities was another challenge. Imagine having to explain compliance, scorecards, and accountability to individuals who lacked the necessary backgrounds.

I moved fast because I believed in urgent change, but that speed scared entrenched interests. They consolidated power differently, broke down coalitions, and fought back fiercely.

Despite these obstacles, we achieved significant wins: reducing debt, ending land grabs, restoring government respect for the City, and introducing accountability measures like fraud policies and internal audit participation in management meetings. We even exposed irregularities in projects like Public Private Partnerships.

But the hardest part was realising that the fight wasn't just about policies - it was about dismantling deeply rooted networks that thrive on dysfunction. That resistance made the journey painful, but it also strengthened my resolve to fight for social justice and governance integrity.

5. What's been the most fulfilling part of being a Council Member of the Municipal Council of Windhoek?

The most fulfilling part was introducing motions that empowered Council Members to become true development champions. One key achievement was tabling a framework that allowed Council Members to mobilise resources for community projects - shifting their role from passive decision-makers to active agents of change.

I also prioritised public engagement by ensuring that Council meetings were open, transparent, and fostered accountability. These actions planted seeds for participatory governance and restored hope among residents, showing that local government can be inclusive and responsive.

6. What's been the most difficult part of being a Council Member of the Municipal Council of Windhoek?

Managing expectations amid limited resources. Residents expected immediate solutions to housing and service delivery crises, while the City faced historic debt. Balancing these realities while implementing reforms was extremely challenging.

7. "Everyone wants to be in the Council as a Council Member, but no one truly knows what it means to be in the driver's seat (until you're in it)." What does this quote mean to you?

We had to work smartly and innovate under pressure, introducing bold ideas like municipality-owned enterprises for housing and land development and advocating for digital transformation to modernise service delivery. Leadership demands resilience and decisive action despite criticism.

8. What person in your life, living or deceased, has inspired you the most (and why)?

I draw inspiration from Warrior Hendrik Witbooi, whose 1886 letter to Louis Nel reflects courage and clarity in leadership—a spirit I strive to emulate in advocating for transformative governance. His example reminds us that leadership is about conviction and service, not comfort.

But my greatest inspiration comes from ordinary Namibians, especially communities on the margins who keep organising, showing up, and building - even when the system resists them. Their resilience is the reason I insist on substance over form. My compass has always been the people at the point of need.

I am also shaped by teachers and mentors from my years in academia who taught me that ideas must translate into action, and by my family, who instilled in me that dignity and justice are non-negotiable.

9. Which Members of Council would you say you worked well with, and which one stood out the most among the fellow Municipal Council Members and why?

I worked best with colleagues who valued preparation, accountability, and community impact and chose substance over form. In committee and plenary, I appreciated Council Members who were willing to confront entrenched interests and still find practical solutions in controls, stakeholder engagement, and urban mobility fixes like the Havana intersection. The common thread was professionalism, courage, and respect for residents.

10. If you had a second opportunity to change anything which you may not have succeeded in, and/or achieve what, would that be and why?

In hindsight, I would have moved very slowly. I made the office of the mayor something that people now wanted; they would become envious of it. In hindsight you think - okay, maybe I should have worked underground.

11. What's your advice to the next generation of political leaders in the Local Government Sector, in 15 words or less?

Prioritise substance over form; build state capacity; fight corruption; serve residents at their point of need.



Leadership Through Service

1. Who are you? What's your headline?

I am a dedicated public servant, currently serving as a Council Member and Deputy Mayor of Windhoek (2025), a portfolio I also held in 2021. Reflecting, it was a major shift from being Deputy Mayor at the inception of our tenure and then again at the end.

I have learned so much and grown in local governance, community engagement, and understanding the intricacies of leading a very complex organization.

I believe that the people at the grassroots level are the most affected by Council decisions, and thus, strengthening services, building trust, and maintaining an "open door" policy are non-negotiable tenets of my service.

I am passionate about community, inclusivity, and tangible results. Born in Otjiwarongo, Otjozondjupa Region, I view myself as deeply rooted in family and community. My personal interests include dancing and playing volleyball, reflecting my energetic and collaborative spirit.

2. How would you describe your journey prior to you securing your current role as a Council Member on Windhoek Municipal Council in 2020?

My journey was rooted in education and community service. With over 20 years as an educator and holding a Diploma in Education and an Advanced Certificate in Senior Primary Education, I developed a leadership style focused on patience, inclusivity, and advocacy for grassroots needs.

Before I joined, I only knew the Municipality as the office you go to when your water is cut off. Now I understand what happens inside. I have learned how systems work, and I am able to use the knowledge to inform and educate others.

Very interesting journey indeed from Classroom to Council Chamber.

3. How would you describe your experience now after serving on the Windhoek Municipal Council for the past 5 years as a Council Member?

I can describe my experience as humble and transformative, reinforcing my belief that leadership is about service, not comfort or recognition.

I would like to be remembered for helping to create spaces where

Cllr Clemencia C. Hanases

(PDM)

residents could speak and be heard—whether through youth outreach, community consultations, or efforts to improve accountability. The work was not perfect, but the foundation we laid can grow. I hope my legacy will be one of refusing to let challenges silence progress.

4. What's been the hardest part of being a member of the Municipal Council of Windhoek?

Addressing the city's greatest challenge: the inability to swiftly provide essential services that positively impact residents' lives.

5. What's been the most fulfilling part of being a Council member of the Municipal Council of Windhoek?

Creating spaces where residents could speak and be heard. Whether through youth outreach, community consultations, or efforts to improve accountability, bridging the gap between the community and the municipal institution has been my greatest joy.

6. What's been the most difficult part of being a Council Member of the Municipal Council of Windhoek?

Managing expectations while navigating systemic limitations and resource constraints.

7. "Everyone wants to be in the Council as a Council Member, but no one truly knows what it means to be in the driver's seat (until you're in it)." What does this quote (in relation to being a Council Member) mean to you?

It reflects the reality that leadership looks easy from the outside, but once in the driver's seat, you realize the weight of responsibility and complexity of decisions—and that every decision holds a consequence.

8. What person in your life, living or deceased, has inspired you the most (and why)?

My children and grandchildren are my greatest inspiration, motivating me daily to work toward a better future.

9. Which Members of Council would you say you worked well with and which one was the most among the fellow Municipal Council Members and why?

I worked collaboratively with all members. We might have different political ideologies, but at the end of the day, we are all humans. Having been the Chairperson of the Heritage Committee will also stand out as it deepened my understanding of history, preserving cultural identity, and fostering inclusivity irrespective of our differences.

10. If you had a second opportunity to change anything which you may not have succeeded in, and/or achieve – what will that be and why?

If a second opportunity is granted, I will continue accelerating the provision of essential services to improve living conditions for residents.

11. What's your advice to the next generation of political leaders in the Local Government Sector, in 15 words or less?

"Lead through service, listen to communities, and never let challenges silence progress."



Leadership is Inclusivity

1. Who are you? What's your headline?

Born on 05 May 1957 at Leonardville in the Omaheke Region, Magdalena Pienaar-Lombardt joined the City of Windhoek Council on 02 December 2020 for the 2020–2025 term, after being nominated by the South-West African Peoples Organisation (SWAPO).

During my tenure as a Councillor, I served as the Deputy Mayor/Vice Chairperson of Council for the City of Windhoek for the 2022/2023 Term of Office. I was also fortunate to serve on the following Council Advisory Committees, i.e. Economic Development, Public Safety and Citizen Welfare; Formalisation of Informal Settlement and the Integration of Groot Aub where I served as Deputy Chairperson; and External Relations, Mayoral Affairs and Co-Operations.

2. How would you describe your journey prior to you securing your current role as a Council Member on Windhoek Municipal Council in 2020?

My journey was shaped by a strong commitment to community welfare and advocacy for vulnerable groups. Before joining the Council, I focused on initiatives that promoted equality and social protection, particularly for pensioners and people with disabilities. I also worked as a Teacher at the Evangelical Lutheran Church Kindergarten, where I interacted with children from all walks of life. This planted a deep sense of love for the little ones.

3. How would you describe your experience now after serving on the Windhoek Municipal Council for the past 5 years as a Council Member?

It has been a deeply rewarding experience. I worked tirelessly to champion inclusion, affordability, and cooperation, ensuring that the most vulnerable members of society were not left behind.

4. What's been the hardest part of being a member of the Municipal Council of Windhoek?

The hardest part was addressing systemic challenges such as high rental costs and limited resources while advocating for fair policies for

Cllr Magdalena Pienaar-Lombardt
SWAPO

pensioners and people with disabilities.

5. What's been the most fulfilling part of being a Council Member of the Municipal Council of Windhoek?

Among my notable achievements, the installation of a high-mast light in Sonderwater—an informal settlement situated behind Shandumbala in Katutura—stands out as a significant milestone. This initiative was driven by the need to enhance safety and reduce crime in the area. Together, we can foster a safer and more organised environment for everyone." One of my proudest moments was donating beds to the School for Hearing Impaired Girls as Deputy Mayor in 2023. This personal project remains a highlight of my service.

6. What's been the most difficult part of being a Council Member of the Municipal Council of Windhoek?

Navigating financial constraints and ensuring affordable access to essential services for vulnerable residents was the most difficult aspect of my role.

7. "Everyone wants to be in the Council as a Council Member, but no one truly knows what it means to be in the driver's seat (until you're in it)." What does this quote (in relation to being a Council Member) mean to you?

It means leadership is about responsibility, not prestige. Once in the driver's seat, you realise the weight of decisions and the need for empathy and integrity.

8. Which Members of Council would you say you worked well with and which one was the most among the fellow Municipal Council Members and why?

My Mother was very worried and cautious about my disability and did not even want me to proceed to high school, because she wanted to protect me. However, my late Primary School Teacher, Meester Bilho !Nawaseb, from the 'Stadsinboorling Skool, Leonardville', inspired me by telling me that my disability should not keep me away from what I want to achieve in life. He convinced my late Mother, Sofia Pienaar-!Kharuchas that, one day, I will be alone and must fend for myself. She should thus allow me to proceed to high school in pursuit of education. I must progress in life. Without education, you will be nothing.

Due to my political involvement, I was unfortunately banned from government school during my Form 2 Year (which is now Grade 9). When I returned home, my late grandfather, Jakob Pienaar, who was very upset when I was banned from school, enrolled me at Martin Luther High School in Okombahe. Disability is not inability. It motivates you to work harder, dream harder and achieve your goals. Nothing is impossible if you put your mind to it.

9. If you had a second opportunity to change anything which you may not have succeeded in, and/or achieve – what will that be and why?

I worked collaboratively with all members, especially during my tenure as Deputy Mayor under Council member Joseph Uapingene in 2023. Our shared commitment to service delivery strengthened teamwork.

10. What's your advice to the next generation of political leaders in the Local Government Sector, in 15 words or less?

I would push harder for government subsidies and reduced rates for pensioners and people with disabilities to ease the burden of rising living costs.

11. What's your advice to the next generation of political leaders in the Local Government Sector, in 15 words or less?

lead with compassion, prioritise inclusivity, and advocate for policies that safeguard society's most vulnerable. In addition, also, encourage all residents to make use of the proper channels when seeking assistance from the City of Windhoek. By working together and following established processes, we will ensure fair access to services and create a more equitable and supportive community for all.

Coordinated Approaches



1. Who are you? What's your headline?

I am Council member Bernadus Araeb, a representative of the Independent Patriots for Change (IPC) under Windhoek West. Born in Gobabis, Omaheke Region, I spent most of my childhood in Gobabis. I enjoy watching sports to relax, have an interest in small-stock farming, and am passionate about courses such as animal welfare, combating gender-based violence, and human rights related matters.

"A leader committed to collaboration, service delivery, and tackling Windhoek's most pressing challenges."

2. How would you describe your journey before securing your current role as a Council Member on Windhoek Municipal Council in 2020?

My journey was diverse and shaped by service. I worked as a temporary teacher, served as a Namibian Police Force Officer, and later became a Repatriation Coordinator at Osire Refugee Camp. These roles taught me resilience, problem-solving, and the importance of community engagement.

Currently, I am pursuing a Bachelor's in Business Administration, which complements my skillset in critical thinking, analytical ability, and customer service expertise.

3. How would you describe your experience now after serving on the Windhoek Municipal Council for the past 5 years as a Council Member?

It has been a transformative experience. I focused on collaboration, service delivery, and addressing challenges like sustainable urban development and crime prevention.

I served in key portfolios:

- Pension Fund Trustee – Employer Representative on RFLAUN
- Chairperson of Management Committee (2023-2024)

Cllr Bernardus Araeb
(IPC)

- Management Committee Member (2024–2025) until July 2025

Major milestones included prioritizing leadership appointments of the Strategic Executive Human Capital & Corporate Services, the Chief of the City Police, as well as that of the Chief Executive Officer restored operational stability and improved service delivery. Visible improvements like better roads, high mast lights, and symbolic street naming boosted national pride.

4. What's been the hardest part of being a member of the Municipal Council of Windhoek?

Balancing community expectations with limited resources and unfunded mandates from the central government has been the toughest challenge.

5. What's been the most fulfilling part of being a Council Member of the Municipal Council of Windhoek?

Seeing tangible improvements such as consistent water and electricity supply, upgraded roads like Tobias Hainyeko Street, and enhanced infrastructure gave our term a positive story to tell.

6. What's been the most difficult part of being a Council Member of the Municipal Council of Windhoek?

The complexity of housing and land issues and the need for integrated strategies across all tiers of government remain unresolved and challenging.

7. "Everyone wants to be in the Council as a Council Member, but no one truly knows what it means to be in the driver's seat (until you're in it)." What does this quote mean to you?

It means leadership is about tough decisions and accountability. Many aspire to the position, but few understand the magnitude of responsibility until they experience it.

8. What person in your life, living or deceased, has inspired you the most (and why)?

It will be Sydney Brenner, a Nobel Laureate, because he contributed to the human understanding of genetics.

9. Which Members of Council would you say you worked well with and which one was the most among the fellow Municipal Council Members and why?

"I worked well with all Council members, because collaboration is key to achieving sustainable urban development."

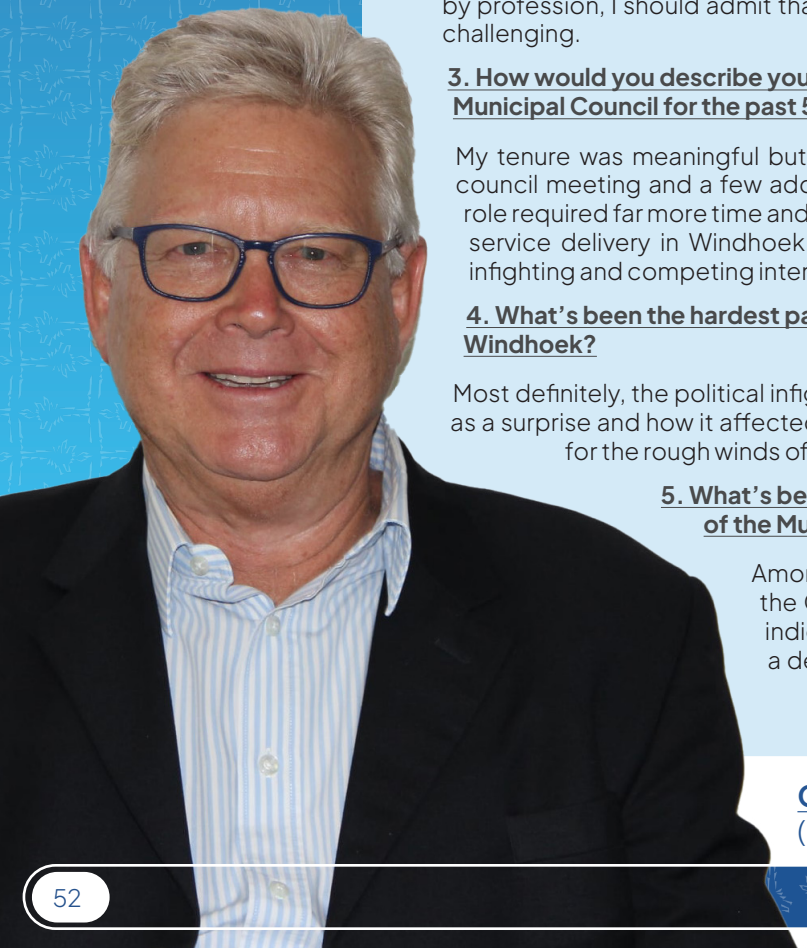
10. If you had a second opportunity to change anything which you may not have succeeded in, and/or achieve what will that be and why?

I would push harder for integrated housing strategies involving all three tiers of government to address Windhoek's housing and land challenges.

11. What's your advice to the next generation of political leaders in the Local Government Sector, in 15 words or less?

"Collaborate across all levels of government unity is the foundation of sustainable urban development."

Public Office Requires Time, not Titles



1. Who are you? What's your headline?

Born on 31 May 1963 in Swakopmund, Jurgen Hein Hecht joined the City of Windhoek Council in September 2021, midway through the 2020–2025 term, after being nominated by the Independent Patriots for Change (IPC) to fill a vacancy.

2. How would you describe your journey prior to you securing your current role as a Council Member on Windhoek Municipal Council in 2020?

Entering politics was never my intention. I was asked by my party to step in and replace a Council member, and that's how I found myself in local government. As a businessman by profession, I should admit that balancing a career with Council responsibilities was challenging.

3. How would you describe your experience now after serving on the Windhoek Municipal Council for the past 5 years as a Council Member?

My tenure was meaningful but very, very demanding. Initially, I was advised of one council meeting and a few additional sessions per month, but soon discovered the role required far more time and commitment. From the start, my vision was to improve service delivery in Windhoek. However, I was surprised by the extent of political infighting and competing interests, which often hindered progress.

4. What's been the hardest part of being a member of the Municipal Council of Windhoek?

Most definitely, the political infighting and clashes of interest within the Council came as a surprise and how it affected the functioning of the institution. I was not prepared for the rough winds of politics.

5. What's been the most fulfilling part of being a Council Member of the Municipal Council of Windhoek?

Among my notable contributions, I take pride in highlighting the City's financial instability. I held a press conference to indicate the continuous financial losses accumulated over a decade. Bringing that issue into the public domain was,

Cllr Jürgen Hecht
(IPC)

I believe, an important step. I hope to be remembered for my commitment to transparency and financial accountability. I want my legacy to be about honesty, putting the finger on the wound and speaking openly about the City's financial position.

6. What's been the most difficult part of being a Council Member of the Municipal Council of Windhoek?

I am a businessman by profession, and balancing my career and Council duties proved difficult. In hindsight, I simply could not make the available time that the position deserves. And in hindsight, it is my definite opinion that the present demand on a COW Councillor should

7. "Everyone wants to be in the Council as a Council Member, but no one truly knows what it means to be in the driver's seat (until you're in it)." What does this quote (in relation to being a Council Member) mean to you?

There must be a fine balance between progress and sustainability when in leadership, a balance that must be continuously struck. Not easy at all, decisions on loans, rate adjustments, Windhoek's rapidly developing infrastructure, etc, should be made with professional expertise and prudence and require a combination of various professional skills.

8. What person in your life, living or deceased, has inspired you the most (and why)?

Nelson Mandela - a man who had all the reasons to be bitter for being imprisoned for so many years, but on his release turned into an almost supernatural fountain of wisdom and vision for many.

9. Which Members of Council would you say you worked well with and which one was the most among the fellow Municipal Council Members and why?

My experience as a Council member was meaningful but demanding, and this experience was enhanced by all the Council members I had worked with.

10. If you had a second opportunity to change anything which you may not have succeeded in, and/or achieve – what will that be and why?

My vision will remain to make Windhoek a better place for all its residents through the improvement of service delivery whilst ensuring financial stability. The next few years will require major investments into Windhoek's existing and future infrastructure - be it water infrastructure, road networks, and wastewater systems that will require priority attention. Although some investments will be funded by grants, the magnitude of these investments remains a large financial commitment that will need to be handled carefully.

11. What's your advice to the next generation of political leaders in the Local Government Sector, in 15 words or less?

I urged future Council Members to assess their capacity before seeking office. Windhoek is a capital city with close to half a million residents. The challenges ahead are serious and require full-time attention. Candidates should only stand if they can dedicate enough time. In addition, future Council members must balance necessary development with affordability. Windhoek is already considered an expensive city to live in. Council members will need to find ways to fund infrastructure without making the capital unaffordable. Infrastructure spending will shape the next Council's legacy," he said.

Accountability



1. Who are you? What's your headline?

I am Council Member Ilse Keister, a member of the Affirmative Repositioning (AR) movement. I was born and bred in Windhoek, the city that I'm currently serving.

"Accountability, Youth Empowerment, and Affordable Housing."

2. How would you describe your journey prior to securing your current role as a Council Member on Windhoek Municipal Council in 2020?

Before joining the Council, I built a strong professional foundation in Industrial Psychology and people management. I hold a Bachelor of Commerce in Industrial Psychology from the University of Stellenbosch and a Master's in People Management from the University of Cape Town. My career included senior roles at the Social Security Commission of Namibia, PwC Namibia, and First National Bank of Namibia. These experiences shaped my expertise in governance and organizational development, which complemented my political aspirations.

3. How would you describe your experience now after serving on the Windhoek Municipal Council for the past 5 years?

My tenure was deeply rewarding and insightful. I focused on accountability, youth empowerment, housing affordability, and improving service delivery. I championed initiatives such as the City's youth internship programme, electrification of informal settlements, and installation of CCTV cameras to enhance safety. These efforts created opportunities for young people and improved municipal efficiency.

In addition, I served on various committees such as:

- Chairperson of Management Council (2024 – 2025)
- Pension Fund Trustee as Employer Representative of the Retirement Fund for Local Authorities (RFLAUN)
- Management Council Member (2020 – 2021)
- Chairperson of Management Council (2021 – 2022)

Cllr Illse Keister
(AR)

- Chairperson of Council Advisory Land Delivery and Provision of Affordable Housing and
- Served as a member of the Economic Development, Public Safety and Citizens Welfare, as well as the Financial Sustainability, Policy Performance Management Council Advisory Committee.

4. What's been the hardest part of being a member of the Municipal Council of Windhoek?

The hardest part was realizing the scale of residents' needs. Windhoek is growing rapidly, and the demand for fair, affordable, and sustainable service delivery is immense. Meeting these expectations within resource constraints was a significant challenge.

5. What's been the most fulfilling part of being a Council Member?

Seeing tangible improvements in people's lives, such as upgrading informal settlements, extending electricity to underserved areas, and creating youth employment opportunities, was the most fulfilling aspect of my tenure.

6. What's been the most difficult part of being a Council Member?

Balancing competing priorities and limited resources while ensuring fairness and sustainability in service delivery was the most difficult part.

7. "Everyone wants to be in the Council as a Council Member, but no one truly knows what it means to be in the driver's seat (until you're in it)." What does this quote mean to you?

It means that leadership at this level is far more complex than it appears. The responsibility to make decisions that affect thousands of lives requires resilience, empathy, and strategic thinking qualities that only become evident when you're in the position.

8. What person in your life, living or deceased, has inspired you the most (and why)?

My parents have been my greatest source of inspiration. Their humble beginnings and unwavering determination taught me the value of hard work, resilience, and integrity. They built strong character through perseverance, and that foundation continues to guide me in both my personal and professional life.

9. Which Members of Council would you say you worked well with and which one was the most among the fellow Municipal Council Members and why?

Each year brought its own challenges and unique experiences, and every Council member contributed in their own way. I had the privilege of working well with all Council members, as their diverse perspectives enriched our collective efforts. Rather than singling out one individual, I believe the strength of the Council lay in the synergy of its members, each playing a vital role in shaping outcomes.

10. If you had a second opportunity to change anything which you may not have succeeded in, and/or achieve what will that be and why?

If given a second opportunity, I would strengthen succession planning and capacity building within Council. Investing in people ensures continuity, innovation, and improved service delivery.

11. What's your advice to the next generation of political leaders in the Local Government Sector, in 15 words or less?

"Invest in people, lead ethically, and prioritize sustainable service delivery for future generations."

A Journey of Service



1. Who are you? What is your headline?

I am Alderwoman Fransina Ndateelela Kahungu, one of the longest-serving members of the Municipal Council of Windhoek. Over the past 15 years, I have served in various capacities: Chairperson of Council, Deputy Mayor, Deputy Chairperson, Member of the Management Committee, and Member of several advisory committees. Each role has deepened my conviction that true leadership is rooted in accountability and compassion."

Born in Okapanda village, Outapi Constituency in the Omusati Region, I brought a wealth of experience in governance, education, and community development. With a strong background in education, I hold a Teaching Diploma and a Master of Arts (Geography) Degree. My research paper focused on the Municipal Council of Windhoek as a case study exploring the Implementation of political and socio-economic strategies in urban housing-land delivery. The research reflects my commitment to addressing Namibia's most pressing urban housing land delivery challenges.

My professional journey began humbly as a domestic worker, later as a field worker, and ultimately as a teacher, shaping a deep understanding of social dynamics and human development. I am currently serving as Secretary for the SWAPO Party Women's Council.

Beyond my professional life, I will describe myself as a simple person who enjoys cultural plays, fashion, walking, volleyball, and nature. I am passionate about dancing and singing—dreaming that if I were not a teacher or politician, I would most definitely have pursued a career in the arts.

2. How would you describe your journey prior to you securing your current role as Council member on the Municipal Council in 2020?

Although I was equally a Council member prior to 2020, my journey has always been defined by a deep commitment to community engagement and advocacy. I firmly believe that meaningful governance begins with listening to the voices of the people and translating their needs into actionable solutions.

This principle guided me even during my tenure as Head of Department at the school, where I continuously engaged with learners and the broader community to understand their challenges and implement responsive initiatives. These experiences reinforced my conviction that leadership is about empathy, dialogue, and creating impact through collaboration."

3. How would you describe your experience now after serving on the Municipal Council for the past five years as a Council member?

Serving in Local Government is often perceived as a position of influence and prestige, but behind the scenes, it demands resilience, sacrifice, and an unwavering commitment to community development. For me, leadership has never been about privilege; it has always been about service. The experience of the past five years taught me that you do not know how to serve, you can never lead

Alderwoman Fransina N. Kahungu
(SWAPO)

4. What's been the hardest part of being a Council member of the Municipal Council of Windhoek?

Managing public perception while implementing long-term strategies added another layer of complexity. Communities expect instant results, yet sustainable change demands time, planning, and collaboration.

5. What's been the most fulfilling part of being a Council member of the Municipal Council of Windhoek?

As I conclude my term, I leave behind a legacy of commitment and resilience. Leadership is not about privilege; it is about service, accountability, and the courage to make tough decisions for the greater good.

6. What's been the most difficult part of being a Council Member of the Municipal Council of Windhoek?

Balancing limited resources against growing community needs required tough decisions - decisions that often meant not everyone's expectations could be met immediately.

7. "Everyone wants to be in the Council as a Council Member, but no one truly knows what it means to be in the driver seat (until you're in it). What does this quote (in relation to being a Council Member) mean to you?

Leadership, I have learned, is often misunderstood. From the outside, it may appear glamorous, but it is about accountability, sleepless nights, and making decisions that affect thousands of lives.

8. What person in your life, living or deceased, has inspired you the most and why?

My greatest inspiration comes from my parents and faith, which guided my leadership and service. Matthew 20:26–28: "Whoever wants to become great among you, let him be you servant" just as the Son of Man did not come to be served, but to serve. This scripture has been my compass, reminding me that leadership is service, not a privilege.

9. Which Members of Council would you say you worked well with and which one was the most among the fellow Municipal Council member, and why?

"Among all the responsibilities, chairing the Council Advisory Committee on Provision of Basic Services stands out as a calling that 'closed my heart and touched the very core of my values." This was never just about infrastructure; it was about dignity, safety, and opportunity for thousands of families living in informal settlements.

We amongst others electrified hundreds of homes and installed high-mast lights to enhance safety; approved a five-year plan to bring electricity to 4 000 additional households; introduced prepaid systems for transparency and affordability; upgraded markets to empower traders and stimulate local economic activity; expanded water and sanitation facilities to improve health and living conditions; modernised public transport with GPS tracking for efficiency and safety; built cycling routes and improved intersections for safer, sustainable mobility, amongst others.

The Council members serving on the Advisory Committee on Provision of Basic Services truly stand out. Their dedication, professionalism, and collaborative spirit were remarkable. Working with them was not only productive but inspiring, as they consistently prioritized the community's needs and upheld the highest standards of governance.

10. If you had a second opportunity to change anything which you may not have succeeded in, and or achieve- what will that be and why?

"If given another opportunity, I will continue to champion initiatives that attract financial resources to strengthen service delivery. These efforts will align with programmes that drive economic and social growth, create employment opportunities, and empower residents to sustain themselves and afford municipal services.

11. What's your advice to the next generation of political leaders in the Local Government Sector, in 15 words or less?

Lead with integrity, listen to the plight of communities and prioritise sustainable solutions over short-term popularity. Governance is stewardship. It means asking: "Are we using what we have wisely? Are we building trust through openness? Are we ensuring that every resource benefits the people we represent? When stewardship becomes our guiding principle, governance transforms, corruption fades, trust grows, and progress becomes sustainable.

Service and Communication



1. Who are you? What's your headline?

I am a dedicated and visionary leader with over 20 years of experience in operations and logistics. I hail from the Zambezi region and have a passion for serving the community with an unwavering commitment to sustainable development and enhancing public services. I hold a Diploma in Labor Studies from the Labour Resource and Research Institute (LARRI), and I am currently pursuing qualifications in Marketing at the Namibia University of Science and Technology and Paralegal Studies at STADIO.

2.How would you describe your journey prior to you securing your current role as a Council Member on Windhoek Municipal Council in 2020?

Before joining the Council, I served as a Logistics Officer for the National Youth Service since 2008, where I coordinated transport services, developed logistics management systems, and ensured optimal resource utilization and safety. My prior roles included Chief Control Officer at the Ministry of Youth and Sports, Control Officer at the Khomas Regional Council, and Transport Clerk at the Ministry of Agriculture, Water and Land Reform. These positions gave me extensive experience in procurement, stock control, fleet operations, and logistics management.

I am known for strategic leadership, innovative problem-solving, and complex decision-making abilities. Beyond work, I enjoy reading, writing, traveling, photography, and design, and I am actively involved in sports, urban agriculture, and chair a neighborhood watch.

3. How would you describe your experience now after serving on the Windhoek Municipal Council for the past 5 years as a Council Member?

Serving on the Council has been a valuable learning experience. It taught me the importance of teamwork and consistent communication with residents. Initially, it was not easy, but we learned that the most important thing is to serve the community. We realized that everyone wants to deliver the same basic services, such as water, electricity, and land, so we had to find common ground. Public consultation meetings under the Local Authorities Act helped improve engagement and trust. Public consultation meetings, held under the Local Authorities Act, have been useful in improving engagement with residents.

4.What's been the hardest part of being a member of the Municipal Council of Windhoek?

The most challenging aspect was working in a politically diverse and often conflicting environment. Decision-making proved difficult due to the wide range of perspectives and priorities from various party representatives.

5. What's been the most fulfilling part of being a Council Member of the Municipal Council of Windhoek?

The most fulfilling part of being a Council Member has been the opportunity to make a tangible difference in the lives of our

Cllr Austin K. Kwenani
(SWAPO)

residents. Contributing to initiatives that improve service delivery, enhance infrastructure, and promote social development has been deeply rewarding. Seeing policies translate into real impact, whether through better housing, improved public services, or community programs, reinforces the purpose of public service and the trust placed in us by the community.

6. What's been the most difficult part of being a Council Member of the Municipal Council of Windhoek?

The most challenging aspect of serving as a Council Member was the frequent delays and postponements of Council meetings, which ultimately slowed decision-making and implementation. We were elected by the public to drive meaningful changes in society, and these postponements negatively impacted service delivery.

7. "Everyone wants to be in the Council as a Council Member, but no one truly knows what it means to be in the driver's seat (until you're in it)." What does this quote (in relation to being a Council Member) mean to you?

Serving on the Council has been a valuable learning experience and has shown me the importance of teamwork and consistent communication with residents. At first, it was not easy trying to find one another, but we learned that the most important thing is to serve the community.

We realised that everyone wants to deliver the same basic services, water, electricity, and land, so we had to find common ground."

8. What person in your life, living or deceased, has inspired you the most (and why)?

My father inspires me because he embodies qualities that I deeply admire and strives to emulate. His hard work and perseverance have shown me that success is not about shortcuts but about consistent effort and determination. He has always faced challenges with courage and optimism, teaching me that obstacles are opportunities for growth rather than reasons to give up.

Beyond his work ethic, my father's integrity and humility stand out. He treats everyone with respect and fairness, reminding me that character matters more than status. His ability to balance responsibilities while still being present for family demonstrates the importance of love, sacrifice, and commitment.

Most importantly, he leads by example. His actions speak louder than words, and through them, I have learned values like discipline, empathy, and resilience. Whenever I feel discouraged, I think of his journey, and it motivates me to keep pushing forward.

9. Which Members of Council would you say you worked well with and which one was the most among the fellow Municipal Council Members and why?

Honestly, I enjoy working with all Council Members. Each Council Member brought something different to the table, and that made the discussions more interesting and productive. I think collaboration works best when we all share ideas and learn from each other, so with that said, I'm happy to say I worked well with the whole team.

10. If you had a second opportunity to change anything which you may not have succeeded in, and/or achieve – what will that be and why?

One of the main focus areas during my term was promoting urban agriculture. Through the city's Farm Okukuna project near Goreangab Dam, residents are trained to start small-scale gardens at home using limited space and water. The aim is to train young people and women to start backyard gardens. It's about helping people to grow food for themselves and their families.

Farm Okukuna is one of the initiatives I am most proud of. People even call me "Farm Okukuna" in meetings. When people can feed themselves, it strengthens the whole community."

If given another opportunity, I will ensure the expansion of Farm Okukuna to increase production beyond current levels, enabling us to make a greater contribution to alleviating hunger and poverty while strengthening the agricultural pillar in the National Development Plan Six (NDP 6.)

11. What's your advice to the next generation of political leaders in the Local Government Sector, in 15 words or less?

Incoming Council members should focus on decision-making and service delivery. Make decisions quickly and explain them so that people understand. Delays hold back progress. Also, communication with residents remains essential, as is improving open spaces and sports facilities. We need places where families can spend time together, and more sports areas for young people."

You Cannot Separate Policy From People



1. Who are you? What's your headline?

I was born in Windhoek, and I am the grandson of the Founding President and Father of the Namibian Nation, His Excellency, Dr Sam Shafiishuna Nujoma. In December 2020, I became a member of the Windhoek Municipal Council, representing the SWAPO party of Namibia.

In February 2023, I served as the Chairperson of the Management Committee, and I was also the Chairperson of the Council Advisory Committee on Financial Sustainability, Performance Management, and Policy.

During my tenure, I served as a member of the Association of Local Authorities of Namibia (ALAN), an umbrella body of local authorities in Namibia, and he was also the chairperson of its Finance Committee.

In addition to other board memberships in the corporate and public sectors, I was a member of the Council of the Namibian University of Science and Technology (NUST).

On 28 March 2025, I was appointed by the President of the Republic of Namibia, Her Excellency Dr Netumbo Nandi-Ndaitwah, as the youngest Governor of the Khomas Region. As the political leader of the region and the representative of the central government. I am dedicated to carrying out my duties with integrity, transparency, and compassion. on.

''You cannot separate policy from people."

This philosophy guided my leadership, ensuring that every policy decision considered the human impact behind the numbers.

2. How would you describe your journey prior to securing your current role as a Council Member on Windhoek Municipal Council in 2020?

My political career kicked off when I joined the SWAPO Party Youth League and subsequently became a Section Chairman at the grassroots structure of the SWAPO Party Youth League in 2010.

As a member of the SWAPO Party Youth League's Central Committee, the highest decision-making body of the youth wing of the ruling party, and Secretary of its Khomas Region. Additionally, I am a member of the SWAPO Party Khomas Regional Executive Committee, the highest decision-making body on regional political matters. My involvement in various board memberships across the corporate and public sectors and portfolios within Council highlighted my unwavering commitment to impactful leadership and sustainable development. These experiences taught me governance fundamentals and the importance of linking policy to people's needs.

3. How would you describe your experience now after serving on the Windhoek Municipal Council for the past 5 years as a Council Member?

My journey was transformative, a steep learning curve and an opportunity to serve in difficult times. I discovered that true leadership means balancing compliance with compassion, especially when livelihoods depend on basic services. Through diverse portfolios, I was able to

Cllr Sam S. Nujoma
(SWAPO)

shape strategic decisions and champion reforms that enhanced accountability and service delivery.

4. What's been the hardest part of being a member of the Municipal Council of Windhoek?

Managing the City's financial crisis was one of the most difficult tasks I faced. At the height of the challenge, residents owed N$1.2 billion while the city itself owed N$700 million. Balancing these realities demanded innovation and resilience. By championing initiatives like the Debt Swap and Smart ICT solutions, we not only restored financial stability but also ensured that service delivery remained uninterrupted.

5. What's been the most fulfilling part of being a Council Member of the Municipal Council of Windhoek?

Seeing tangible results:

- Establishment of the Waste Buy-Back Centre in Katutura, funded by an EU grant, diverting 120+ tons of waste from landfills and injecting EUR 50,000 into the local economy.
- Launch of the Smart City App, enabling real-time reporting of service issues like potholes and water leaks, with integration into City Police systems underway.
- Pilot smart prepaid electricity meters developed by a Namibian company, offering automatic top-ups and Wi-Fi capability — a product that supports job creation.
- Introduction of debt relief for pensioners, easing financial burdens and restoring dignity for senior citizens.
- Accelerated layouts for informal settlements, advancing urban planning and improving access to essential services.
- The appointment of the CEO, strengthening leadership and governance capacity within the City.

6. What's been the most difficult part of being a Council Member of the Municipal Council of Windhoek?

Separating emotion from policy decisions. When someone's health depends on water or electricity, leadership becomes deeply personal. You realise that governance is not just about rules, it's about compassion.

7. "Everyone wants to be in the Council as a Council Member, but no one truly knows what it means to be in the driver's seat (until you're in it)." What does this quote mean to you?

Before joining the Municipal Council of Windhoek, I underestimated how difficult service delivery could be. From the outside, it seems straightforward — but inside, you quickly realise that every decision touches thousands of lives. The true challenge lies in balancing policy, resources, and compassion under immense pressure.

8. What person in your life, living or deceased, has inspired you the most (and why)?

My late grandfather, His Excellency Dr. Sam Shafiishuna Nujoma, inspired me with his resilience and commitment to the Namibian people. He taught me that leadership is about putting people first, a principle I carried throughout my term. His legacy of unity and justice continues to guide my approach to governance.

9. Which Members of Council would you say you worked well with and which one stood out the most among the fellow Municipal Council Members and why?

I worked closely with all Council members, as the Council members embraced innovation and financial sustainability. Their support for initiatives such as the Smart City App and debt relief for pensioners showed that progress requires collaboration and empathy. Most especially, I worked well with Council member Queen Kamati, and together we consistently put the needs of the people first, no matter how difficult the circumstances.

10. If you had a second opportunity to change anything which you may not have succeeded in, and/or achieve what would that be and why?

I would accelerate land and housing delivery alongside smart city initiatives. With informal settlements in Khomas growing rapidly, addressing these challenges is essential to improve living conditions for thousands and building a more sustainable, inclusive future. Today, as Governor, this remains my top priority,

11. What's your advice to the next generation of political leaders in the Local Government Sector, in 15 words or less?

"Focus on developmental projects, land and services. Be compassionate, policies matter, but people matter more."

Balance and Compromise



1. Who are you? What's your headline?

I am Council member Ivan Skrywer, a representative of the Landless People Movement (LPM). Leadership in local government is about finding equilibrium between competing priorities, making tough decisions that impact communities, and staying true to principles while embracing collaboration. My journey reflects the belief that progress comes through dialogue, accountability, and a shared vision for a better city.

"Leadership Requires Balance, Compromise, and Courage to Serve."

2. How would you describe your journey prior to securing your current role as a Council Member on Windhoek Municipal Council in 2020?

Before joining the Council, I was deeply engaged in community issues and passionate about governance reform. My focus was on improving service delivery and creating inclusive urban development strategies. This background prepared me for the challenges of local government leadership.

3. How would you describe your experience now after serving on the Windhoek Municipal Council for the past 5 years?

It has been a period of growth, learning, and making difficult decisions. For the first time in the City's history, different political parties (6) had to govern together, which required constant negotiation and compromise. We inherited a City close to insolvency, owing more than N$300 million to creditors, and no financial institution wanted to deal with us. Today, the City is in a more favorable financial position, accountability has improved, and I can confidently say that for the first time in two decades, Council is in a better financial position.

4. What's been the hardest part of being a member of the Municipal Council of Windhoek?

The hardest part was managing the City's financial crisis while maintaining service delivery. When we joined, the City was near bankruptcy, and restoring financial stability required tough decisions and collective effort.

5. What's been the most fulfilling part of being a Council Member?

Helping to restore the City's financial health and governance stability

Cllr Ivan Skrywer
(LPM)

stands out as a defining achievement. Clearing debts to NamPower and NamWater, stabilizing City Police operations, and appointing a substantive Chief Executive Officer were major milestones. Expanding services to informal settlements like Groot Aub was also deeply rewarding, as it improved dignity and access for residents.

During my tenure, I served in several key portfolios that enabled these achievements:

- Chairperson of the Informal Settlement Formalisation Committee
- Management Committee Member (2022–2023)
- Management Committee Member (2024–2025)

These roles gave me the opportunity to influence critical decisions and drive reforms that strengthened service delivery.

"It has been an honour to serve the people of this City, but the work is not for Council Members alone. Urbanisation and informal growth require all of us residents, Central Government, and the City to work together."

6. What's been the most difficult part of being a Council Member?

Balancing competing priorities in a diverse Council and addressing aging infrastructure that had been neglected for years was extremely challenging.

7. "Everyone wants to be in the Council as a Council Member, but no one truly knows what it means to be in the driver's seat (until you're in it)." What does this quote mean to you?

It means leadership is far more complex than it appears. You carry the weight of decisions that affect thousands of lives, often under intense scrutiny and resource constraints. It's a responsibility that demands resilience and compromise.

8. What person in your life, living or deceased, has inspired you the most (and why)?

My greatest inspiration comes from individuals who demonstrate resilience and integrity in the face of challenges. People who lead with accountability and a commitment to public service have shaped my approach to leadership.

9. Which Members of Council would you say you worked well with and which one was the most among the fellow Municipal Council Members and why?

Every Council member brought unique strengths and perspectives. Working in a multi-party environment required collaboration and compromise, and I valued the contributions of all Council members. I believe our collective effort to stabilize the City's finances and governance was the true success story.

10. If you had a second opportunity to change anything which you may not have succeeded in, and/or achieve what will that be and why?

If given another opportunity, I would accelerate infrastructure renewal and institutional reforms. These areas are critical for sustainable service delivery and long-term stability.

11. What's your advice to the next generation of political leaders in the Local Government Sector, in 15 words or less?

"Stay independent, ask questions, and prioritize land access and affordability for inclusive urban growth."

An Opportunity to Serve



1. Who are you? What's your headline?

I am a dynamic leader from Okalongo in the Omusati Region. My passion for reading, netball, and athletics complements my interest in political analysis and critical thinking. Equipped with strong leadership skills and unwavering determination, I credit my success to my parents, who have always been my greatest supporters.

Holding a Doctorate in Philosophy (PhD), I possess exceptional analytical, logical reasoning, and emotional intelligence skills. I currently serve as Chief Archivist at the Ministry of Agriculture, Water, and Land Reform (Deeds Office), and I aspire to advance my career through forward-thinking strategies.

My vision for Windhoek is to rebuild trust through fair and effective policies that address residents' needs, despite challenges such as rapid population growth, political infighting among Council members, and limited resources. Addressing these issues will require a collective, critically thought-out approach from both the City Council and central government.

2. How would you describe your journey prior to you securing your current role as a Council Member on Windhoek Municipal Council in 2020?

I did not enter politics as a career politician but as someone rooted in community activism and public service. My time in office was both a learning experience and an opportunity to serve the City's most vulnerable communities. The experience offered me a front-row seat to the promises and realities of local governance. It tested my endurance, sharpened my advocacy, and reaffirmed my belief in justice and accountability.

3. How would you describe your experience now after serving on the Windhoek Municipal Council for the past 5 years as a Council Member?

Serving on the Windhoek Municipal Council for five years has been transformative for me. The journey has been both challenging and rewarding, providing me with deep insights into urban governance and reinforcing the importance of collaboration in delivering impactful solutions.

4. What's been the hardest part of being a member of the

Cllr Dr. Ottilie S. Uukule
(IPC)

Municipal Council of Windhoek?

The hardest part was working in a politically diverse and often conflicting environment. Decision-making was challenging due to differing priorities among party representatives.

5. What's been the most fulfilling part of being a Council Member of the Municipal Council of Windhoek?

The most fulfilling part was seeing policies and projects translate into real improvements in people's lives whether through better housing, infrastructure, or community programmes.

6. What's been the most difficult part of being a Council Member of the Municipal Council of Windhoek?

Managing delays in decision-making due to postponed meetings was difficult, as it impacted service delivery and slowed progress on critical initiatives.

7. Everyone wants to be in the Council as a Council Member, but no one truly knows what it means to be in the driver's seat (until you're in it)." What does this quote (in relation to being a Council Member) mean to you?

To me, this quote means that leadership in Council is far more complex than it appears from the outside. Everyone wants to be in the Council, but once you are in the driver's seat, you truly realize the weight of responsibility, the need for compromise, and the challenge of turning vision into action. It's not just about prestige—it's about making tough decisions, managing competing priorities, and ensuring accountability while navigating political dynamics.

8. What person in your life, living or deceased, has inspired you the most (and why)?

My father inspired me the most. His resilience, integrity, and commitment to family taught me the values of hard work and service to others

9. Which Members of Council would you say you worked well with and which one was the most among the fellow Municipal Council Members and why?

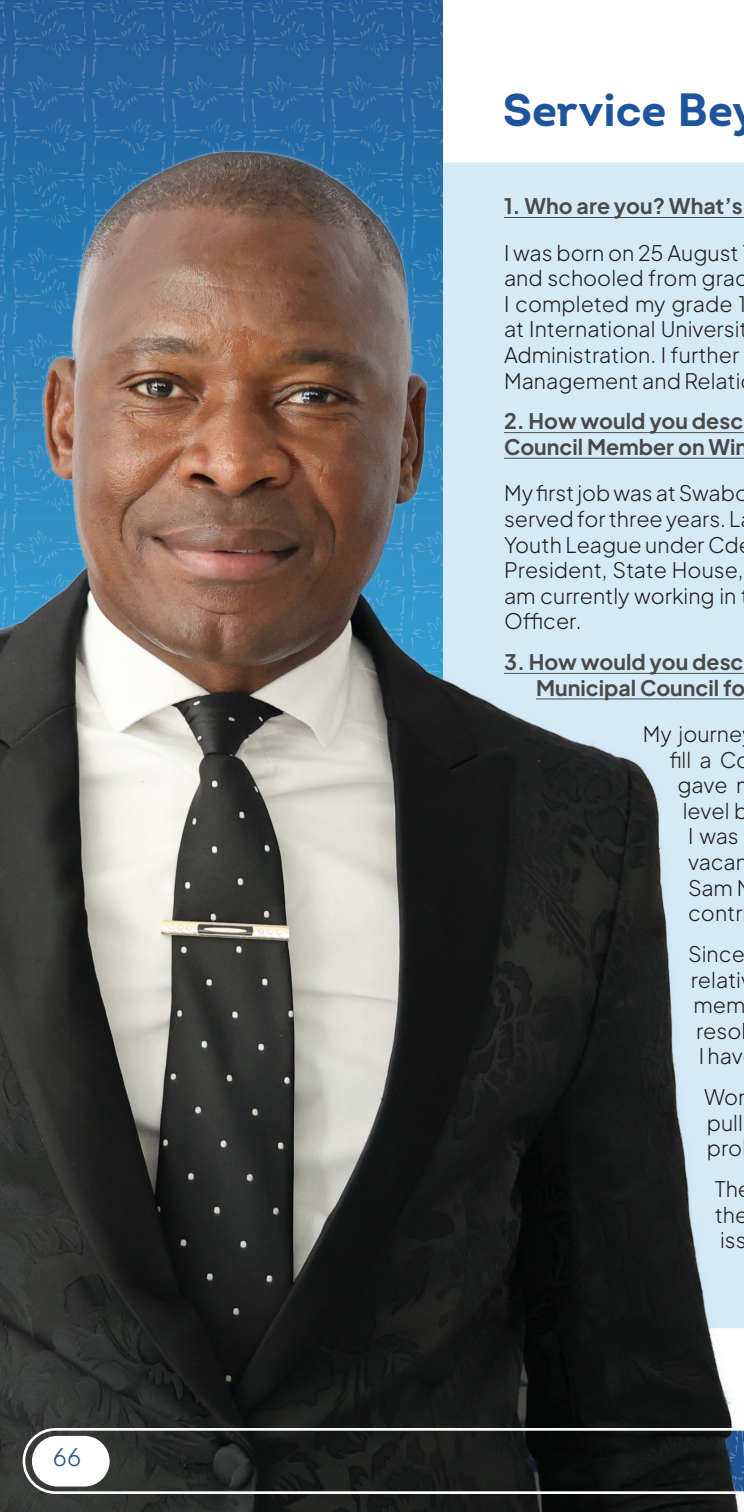
I worked well with all members because collaboration is essential in governance. Each brought unique perspectives that enriched decision-making. However, I particularly valued working with those who prioritized community impact over politics.

10. If you had a second opportunity to change anything which you may not have succeeded in, and/or achieve – what will that be and why?

I would push harder for faster implementation of housing projects. Affordable housing is critical for reducing inequality, and delays in execution remain a challenge.

11. What's your advice to the next generation of political leaders in the Local Government Sector, in 15 words or less?

I urge future Council members to embrace unity and integrity in leadership. A true leader is a unifier who motivates others towards a common goal. Leadership is not about succeeding alone but about taking others with you.



Service Beyond Party Lines

1. Who are you? What's your headline?

I was born on 25 August 1973 in Oshikoto Region, in Okankolo Constituency, where I grew up and schooled from grade 1–10. Thereafter, I went to Uukule senior secondary school where I completed my grade 12 in 2000. After completing grade 12, I went to further my studies at International University of Management (IUM) and obtained an Honours degree in Office Administration. I further studied and obtained a Master's Degree in International Diplomacy Management and Relationship

2. How would you describe your journey prior to you securing your current role as a Council Member on Windhoek Municipal Council in 2020?

My first job was at Swabou Insurance, where I was selected for a Corporate Desk position and served for three years. Later, I joined the SWAPO Party in the department of the SWAPO Party Youth League under Cde Eliah Ngurare. After that, I applied for a position at the Office of the President, State House, where I was selected and appointed as an Administrative Officer. I am currently working in the Office of the President as the Chief Learning and Development Officer.

3. How would you describe your experience now after serving on the Windhoek Municipal Council for the past 5 years as a Council Member?

My journey involves being active in SWAPO structures, as I was selected to fill a Council seat. Professionally, working in the Office of the President gave me exposure to public administration, governance, and national-level bureaucratic structures. I entered the Council in 2025, which means I was not a Council member before this term but was brought in to fill a vacant seat. Being chosen to replace a high-profile Council member, Sam Nujoma Jr., shows that my party trusts me and sees me as capable of contributing to Municipal governance.

Since I was sworn in in April 2025, my time on the Council has been relatively short. In my swearing-in remarks, I called for unity among Council members, regardless of party affiliation, urging collective effort to pass resolutions that reflect reality on the ground. From my experience so far, I have learned the following:

Working with different political parties has not been easy. Everyone is pulling in their own direction, and at the end, there is no solution to the problems affecting the community.

There are some statutory frameworks that require amendment to meet the needs of the people. I have learned so much about how to deal with issues and how to address them.

Cllr Matheus A. Shoongo
(SWAPO)

I maintain the importance of unity across party lines. I see fragmentation and political division as a major challenge for effective governance.

4. What's been the hardest part of being a member of the Municipal Council of Windhoek?

Overall, there are high expectations from residents, and as a newly appointed Council member, I face strong demands to deliver quickly, especially on pressing municipal issues such as housing, infrastructure, and other basic services.

Since I stepped in April 2025, there have been considerably high expectations to show results or to pick up where my predecessor left off. My journey has not been easy at all. I also note that limited time to make an impact is another challenging aspect.

5. What's been the most fulfilling part of being a Council Member of the Municipal Council of Windhoek?

In terms of accelerating Affordable Housing Initiatives, I have pushed harder on policies that enable more affordable housing, given the housing backlog in Windhoek and the SWAPO Party's focus on this issue. I believe in strengthening community engagement by advocating for more robust mechanisms for residents' input so that council decisions reflect the lived realities of Windhoek residents. I strongly concur with the sentiments expressed by former U.S. First Lady Michelle Obama: "Serve with humility, unite across divides, and always put people's needs before politics."

6. What's been the most difficult part of being a Council Member of the Municipal Council of Windhoek?

There are many competing demands from residents, and the job is harder than it may appear from the outside. I view this as a learning curve, which means I understand that being a Council member requires learning on the job, negotiating, building relationships, and making difficult judgments on crucial matters.

7. Everyone wants to be in the Council as a Council Member, but no one truly knows what it means to be in the driver's seat (until you're in it)." What does this quote (in relation to being a Council Member) mean to you?

Being in the Council is more than just prestige. Once you are in, you face the real weight of decisions, trade-offs, and compromises, as well as accountability. Additionally, the complexity of governance means there are many competing demands such as service delivery, budget constraints, and decision-making processes that must follow suit. It's about facing the real weight of decisions and political dynamics.

8. What person in your life, living or deceased, has inspired you the most (and why)?

Since my time in the SWAPO Party, I always looked up to the Senior SWAPO leaders such as the Founding Father, Dr. Sam Nuujoma and businessman Martin Shipanga, who also served as the CEO of the City of Windhoek. My Parents, Mom and Dad, served as my source of strength throughout my life. They supported my dreams and political path, and unto them I am forever indebted.

9. Which Members of Council would you say you worked well with and which one was the most among the fellow Municipal Council Members and why?

I worked very well with Cllr. Fransina N Kahungu. She is one of the few women in Namibian Politics who are dedicated to serving the community earnestly. Her strength and maturity in politics are admirable.

10. If you had a second opportunity to change anything which you may not have succeeded in, and/or achieve – what will that be and why?

A significant aspect I would consider is to advocate for improved efficiency in service delivery, not only for an improved City but for the sustainability and development of the city.

11. What's your advice to the next generation of political leaders in the Local Government Sector, in 15 words or less?

When you enter the chambers, you must forget about party politics. You are there to serve every resident of Windhoek. It was not easy at first. When I entered the chambers, I realised that everyone was pulling in their own direction. But over time, I learned to work with colleagues from different political parties and focus on what unites us, service to the people.

Leadership Needs Focus, not Competition



Who are you? What's your headline?

I am Council member Maitjituavi Kavetu, a member of the Affirmative Repositioning Movement party. I hold a Bachelor's in Juris degree and a Bachelor of Laws Degree (Honours), both from the University of Namibia. I also completed a Certificate in Telecommunications, Policy and Regulation from the University of Witwatersrand. Previously, I was employed at the Communications Regulatory Authority of Namibia (CRAN) as a Legal Advisor (Regulatory Compliance) and was attached to Kadhila Amoomo Legal Practitioners as a Candidate Legal Practitioner.

In May 2025, I obtained a Post Graduate Honours Degree in Public Governance from NUST. I am currently employed at Mobile Telecommunications Company, MTC, as a Senior Regulatory & Compliance Officer. I firmly believe in People-Centred Decisions because people-centred decisions build communities and power-centred decisions only build walls.

How would you describe your journey prior to you securing your current role as a Council Member on Windhoek Municipal Council in 2020?

My journey leading up to my role in the City of Windhoek Council was shaped by my commitment to social justice, advocacy for comprehensive by-laws and policies in public institutions, and the pursuit of transformative governance. Before joining the Council and hitherto, I served as the Head of Legal in the Affirmative Repositioning Movement, a role that deepened my understanding of policy reform through community advocacy, and the structural changes needed to advance socioeconomic development in Namibia.

I was also previously attached to Kadhila Amoomo Legal Practitioners, a law firm known for its dedication to human rights and social justice. Working in that environment exposed me to the realities faced by ordinary Namibians and reinforced my belief that the law must serve as an instrument for equity, dignity, and empowerment for the masses.

Throughout this journey, I have maintained a strong belief in the radical transformation of society through the adoption of progressive laws and frameworks. I am convinced that Namibia's development, both in the public sector and in our broader body politic, depends on modernising our governance systems and incorporating mechanisms and reforms that truly respond to people's needs.

3. How would you describe your experience now after serving on the Windhoek Municipal Council for the past 5 years as a Council Member?

These experiences collectively prepared me for public office and shaped my resolve to contribute meaningfully to local governance, social reform, and community-centred leadership on the Windhoek Municipal Council.

My experience over the past 7 months of the Windhoek Municipal Council has been both instructive and challenging. When I assumed office in April 2025, I took over from Cllr. Job Amupanda, I found myself stepping into the role without proper orientation or transitional guidance. In many ways, I had to fend for myself and learn the system from the inside out in a short period of time. That reality made the early stages of my tenure particularly demanding, as I had to simultaneously understand institutional processes and see how I could respond to community expectations.

4. What's been the hardest part of being a member of the Municipal Council of Windhoek?

Because I joined the Council fairly late into the term, the opportunity to effect substantial, visible

Cllr Maitjituavi Kavetu
(AR)

change was limited. Much of my work involved navigating established structures, addressing ongoing policy matters, and advocating for reforms within a constrained period. Nonetheless, the experience has given me a deep appreciation of how municipal governance operates its strengths, its limitations, and the areas where meaningful transformation is still needed.

5. What's been the most fulfilling part of being a Council Member of the Municipal Council of Windhoek?

Despite the challenges, serving on the Windhoek Municipal Council has strengthened my resolve to champion progressive governance, people-centred policies, and legal frameworks that genuinely uplift our communities. The past five years have been a learning curve, but also a period of growth that has shaped my vision for the future of local government and Namibia's broader political environment.

6. What's been the most difficult part of being a Council Member of the Municipal Council of Windhoek?

Again, I stepped into the role without proper orientation or transitional guidance. In many ways, I had to fend for myself and learn the system from the inside out in a short period of time. That reality made the early stages of my tenure particularly demanding, as I had to simultaneously understand institutional processes and see how I could respond to community expectations

7. "Everyone wants to be in the Council as a Council Member, but no one truly knows what it means to be in the driver's seat (until you're in it)." What does this quote (in relation to being a Council Member) mean to you?

This quote highlights the gap between public perception and the reality of municipal leadership. Many aspire to serve on Council without realizing the complexity, pressure, and institutional challenges that only become clear once in office. When I took over from Cllr Prof Job Amupanda in 2025 without proper orientation or transition, I immediately faced these difficulties—high public expectations but limited tools, time, and structural support. True leadership is not about holding a position; it is about carrying responsibility, navigating constraints, and still advocating for meaningful, people-centred progress. To strengthen governance, I recommend regular public information sessions to explain Council decisions. My experience has reinforced the need for resilient, transformative leadership and legislative frameworks that genuinely empower the public sector and uplift communities.

8. What person in your life, living or deceased, has inspired you the most (and why)?

The person whom I draw inspiration from is Malcolm X. His ideas, courage, and unwavering commitment to justice continue to shape my worldview and my approach to public service. Malcolm X confronted systems of racial and economic oppression with honesty, clarity, and intellectual wit, qualities that remain deeply relevant in our own time.

In Namibia, the legacy of long-standing racial and structural inequalities still manifests through economic disparities and institutional hurdles that many of our people face daily. Malcolm X's insistence on dignity, the need for self-determination of black people, and radical transformation resonates with me because it aligns with my belief that true liberation requires confronting systemic legal barriers head-on. His work reminds me that meaningful change does not come from comfort and conformity, but from challenging the status quo and advocating boldly for those who have been marginalised and always remain at the periphery of society.

On days I feel low-spirited, his philosophy reminds of the steadfast commitment to advancing progressive laws and governance frameworks that can reshape our society for the better. Malcolm X remains a powerful reminder that justice is not passive; it's something we actively pursue through courage, clarity of purpose, and a deep commitment to the people we serve.

9. Which Members of Council would you say you worked well with and which one was the most among the fellow Municipal Council Members and why?

I worked well with Her Worship, Ndeshihafela Larandja and the Management Committee Chairperson, Cllr. Illse Keister. I appreciate their ability to engage members and seek alternative views.

10. If you had a second opportunity to change anything which you may not have succeeded in, and/or achieve – what will that be and why?

If conferred another opportunity to serve as Council member, I would strongly advocate for synergies between Council Resolutions and Budgetary provisions. I will stress the importance of progress updates on priority Council Resolutions- at least monthly. As Council Member, I will persistently emphasise the priority areas such as Land & Housing

11. What's your advice to the next generation of political leaders in the Local Government Sector, in 15 words or less?

Engagements and Debates should be issue-based and not linger on personal glory and political ambitions.



Cllr Fillemon Hambuda
(IPC)

Council Member Fillemon Hambuda

Council Member Fillemon Hambuda served Council briefly with great commitment and dedication. He played an important role in guiding the Council through one of its most challenging periods during the COVID-19 pandemic. His calm leadership, teamwork, and unwavering sense of duty were deeply appreciated and will be remembered as part of his lasting legacy.

Late Council Member Desiree Davids

Council Member Desiree Davids served the Council with unwavering dedication and compassion during her time on the Council. Though her tenure was brief, she made a lasting impact through her passion for service, her positive spirit, and her commitment to improving the lives of the residents of Windhoek. Her passing in 2025 was a great loss to the City, yet her legacy of kindness, integrity, and community-minded leadership continues to inspire all who knew her.



Late Cllr Desiree Davids
(IPC)

Driving Growth

The Municipal Council of Windhoek previously faced a significant cash flow deficit, to the point of being cash-flow insolvent. Although the Council maintained a strong balance sheet with substantial net assets, its day-to-day liquidity was under severe strain. This situation resulted in the accumulation of arrears of more than N$300 million owed to key bulk service providers, NamPower and NamWater. The persistent arrears posed a direct threat to Council's going-concern status, as these service providers are essential for ensuring the uninterrupted delivery of critical services to residents.

In response to this financial risk, Council implemented a series of disciplined financial management measures aimed at restoring liquidity and strengthening operational sustainability. These measures included:

- Strict adherence to financial management controls and cash-flow monitoring.
- Enhanced debt-collection efforts, supported by more effective credit control interventions.
- Cost-containment initiatives, including reprioritisation of expenditure.
- Improved cash-flow planning, ensuring that obligations to major creditors are settled on time.
- Salary adjustments were contained, with no increases implemented for three consecutive years.
- Fast-track the implementation of prepaid meters to improve cash flow and strengthen revenue collection.

As a result of these interventions, Council's cash position has improved significantly, enabling more predictable payments to creditors and reducing the risk exposure associated with overdue accounts.

The strengthened liquidity profile has also enabled Council to re-enter the capital market and secure external financing for critical maintenance and infrastructure upgrades. Access to favourable funding terms was made possible by the improvement in cash flow management, the Council's strong asset base, and its commitment to sustained financial discipline.

Council continues to implant these principles into its systems, policies, and daily operations to safeguard financial stability, strengthen service delivery, reinforce trust among residents, stakeholders, and funding institutes.

- Deficit reduced from N$300 million on 30 June 2020 to a surplus of N$66 million by the end of June 2024.
- Revenue increased to N$5 billion from N$4.3 billion in 2020.
- Expenditure contained, increasing by only N$300 million (from N$4.6 billion to N$4.9 billion).
- A N$24 million Emergency Management Levy was introduced to strengthen disaster preparedness and response.
- As a result of these achievements, the Council could afford to recommend a 0% tariff increase for residents for the 2025–2026 period, aimed at ploughing back to the residents, who are the true owners of the Municipality.
- Revenue collection performance over the last four financial years demonstrates sustained growth, improved efficiency, and strategic progress in revenue management. Collection rates improved consistently, supported by better enforcement, structured billing, and compliance.
- Current ratio improved from N$0.52 on 30 June 2020 to N$1.05 on 30 June 2024. This was anticipated to improve further by the end of June 2025.
- Debt Service Ratio improved to 4.42. This represents the amount of cash generated to cover N$1 of the current portion of long-term debt.
- Council approved the strategy to move Council's basic service delivery from a postpaid to a pre-paid service. The shift from post-paid to pre-paid service influenced the cash flow and significantly reduced the debt book. The benefit to residents is that residents can manage their debt more efficiently.
- A N$321 million loan was secured through Standard Bank Namibia to implement the transition from post-paid to pre-paid.
- A N$200 million renewal of the FNB facility was secured to ensure sufficient working Capital. This amount was paid off, which freed up additional funding availability for Capital projects.
- A N$50 million facility for land servicing was secured from FNB with the option to apply for an additional N$50 million once the City is closer to the construction of bulk services.
- N$308 million was sourced for the critical 15–year extension of the Kupferberg Landfill.
- A N$155 million loan was secured from the Development Bank of Namibia (DBN), enabling infrastructure investments.
- Capital Development Funds was secured through Central Government (MoF) for (i) the Second Direct Potable Reclamation Plant (DPR2) to the tune of N$ 745.2 million, and (ii) Upgrade and Expansion of the Gammams & Otjomuise Wastewater Treatment Plants to the tune of N$ 1026.65 million, to increase the water reuse capacity of Windhoek.

Public Transport and Urban Development

1,568,228 passengers were transported across 30 routes, improving urban mobility and access to economic opportunities.



14,788 building plans were submitted for approval, of which **11,546 were approved**. The total value of these approvals was **N$9.95 billion**, stimulating construction and economic growth.



Urban Integration and Planning

The integration of Groot Aub into the municipal boundary was a significant step towards inclusive governance. This action extended essential municipal services, such as water, sanitation, and electricity, to a previously underserved community, aligning with national decentralisation policy. The progress on Groot Aub's achivements are as follows:

- **Access roads widened and levelled (2020–2023);**
- **A high-pressure water pipeline installed;**
- **6 boreholes drilled (5 productive);**
- **Reservoir and sand works borehole rehabilitated; and**
- **Two high mast lights and a CCTV camera were installed; City Police now have a permanent presence in Groot Aub.**

The **Windhoek Urban Structure Plan Project** was launched during this tenure. This project provided a long-term vision for spatial development, ensuring that urban expansion is sustainable, efficient, and equitable.

Housing and Land Delivery

Valuations

Total valuation entries: 10,333
Market Valuations: 1,079 | **Betterment**: 327 | Endowment: 107
Pre-emptives: 359 | Rentals: 200 | Valuation Certificates: 836
Comparable Sales: 65 | Valuation Roll: 8 | Interim Valuations: 7,352

Strategic MoUs

To ensure steady flow of housing units by NHE, the City & NHE entered into a MoU guaranteeing allocation of land to NHE on a continuous basis at a subsidised price.

Ten townships were established of which four were in existing settlements (Brownfield). From the said townships, **473 ervens** were serviced. Land servicing is ongoing until all ervens are serviced.

520 houses were build City with a target of constructing **1,200 houses** at a cost of **N$200,000 per house**. The four partners were all project sponsors with the Ministry of Urban Rural Development being the biggest sponsor. City & National Housing Enterprise (NHE) were nominated project implementors. Each required to construct **600 houses** out of a given total of **1,200**. The City build **600 houses** as part of the Affordable Housing Program, implemented in low income areas.

The City approved Council Affordable Housing Project targeting vacant pieces of land in established townships mostly middle & high income, to test efficiency & effectiveness of the adopted approaches. 8 houses were constructed in Khomasdal within a period of 3 months. The project tested efficiency in terms of extension of municipal services & construction of a house. Project beneficiaries were allowed to take occupation while transfer and related matters take its natural course.



Land Sales & Leases

4,708 leases were signed, of which 45 were commercial leases and remaining were leases for dwelling units in the informal settlement as part of the electrification programme.

All remaining single residential ervens in Rocky Crest Extension 4, Otjomuise Extension 5, Academia Extension 1 & 2, Khomasdal Extension 16, Kleine Kuppe & Auasblick were sold, except for those who could not attract bids.

Urbanisation Management

A total of 55,000 houses were recorded in the informal settlement from which 27,000 certificates of acknowledgment occupation were issued to household heads, thus guaranteeing them the right to stay where they are without fear before formalisation of the area which will allow for the implementation of land rights in accordance with the provisions of the flexible Land Tenure Act, 2012/ Deeds Registry Act, 1937 and 2015 as amended.

Renewable Energy and Electricity Access

40 MW of renewable energy was generated, achieving **71%** of the **56MW** target, contributing to a greener and more resilient energy supply.

Overall impact of electricity on residents: With a ratio of five people per household, a total of **1512** new electricity connections for peri-urban households were achieved, resulting in **7,560** residents being impacted.



Infrastructure Development

The below are the achievements under infrastructure development:

Electrification of Informal Settlements: A total of 1 512 new electricity connections were achieved for peri-urban households. With an estimated ratio of five people per household, this initiative impacted 7560 residents.

Water Provision During COVID-19: Emergency water points were installed in informal settlements, ensuring access to clean water during the Covid-19 pandemic - a critical public health intervention.

Call Centre Establishment: A centralised call centre was launched to streamline communication between residents and the municipality, improving responsiveness and transparency.

Municipal court: The establishment of a Municipal court enhanced local legal enforcement and dispute resolution.



Sanitation and Water Access

194 Communal toilets and **227 standpipes** were installed, serving approximately **7,760** and **18,160** households respectively.

Overall impact of sanitation on residents: The Develop and Upgrade Policy defines the following service ratios and standards for residents:

- **Toilets** - One toilet services 40 people within a 100m walking radius.
- **Water Point** - One water point services 80 people within a 200m walking radius.



Safety and Security

Council remains steadfast in ensuring safety and security of its residence. The following notable achievements were recorded;

- Windhoek City Police Service Smart Policing Strategy
- Smart Community Policing Initiative
- Smart Zonal Policing Initiative (Crime Prevention): Perfected the zonal policing deployment, procured and installed 209 CCTV cameras and deployed drones.
- Smart Traffic Law Enforcement Initiative (Road Safety): Installed CCTV cameras at different intersections .
- Smart By-Laws Enforcement: Installed CCTV cameras in different areas of concern.



Economic and Social Advancement Highlights

Strategies Approved

- Windhoek Economic Development
- Investment incentives and promotion
- MSME Development
- Sustainable Tourism Development
- Climate Change
- Gazetting of the Windhoek Fire Brigade Service Regulations
- Introduction of Fire Brigade Levy

Below are the key economic highlights:

- Relaunching of quarterly markets and the /Ae//Gams Arts and Cultural Festival.
- Implementing the Windhoek Economic Recovery Initiative - aimed at stimulating economic development.
- Relaunching of the Windhoek Mayoral Business Forum.
- Promoting urban agriculture and gardens, alongside securing funding for infrastructural development in this area.
- Upgrading of the Semi-mall, market in the CBD.
- Collaborating with private sector partners to upgrade the entrance of the Post Street Mall.
- Conducting entrepreneurial training in peri-urban communities (e.g., Groot Aub), 880 youth, 975 Neighborhood Committee Members, 126 Market Committee Members Trained
- Upgrading the Soweto Market and the Small Business Information Centre.
- Revamping the City Museum and promoting the City Tourism Mile.
- Initiating the, Heritage Houses Project.
- Highly popular annual Christmas Market hosted by Council in December of 2022, 2023, 2024 to enhance vibrancy in the CBD. Over the listed three years, more than 250 vendors participated and more than N$ 500,000.00 was invested in the local economy.
- Inaugural Annual Windhoek Kapana Festival, Council providing an opportunities for business growth to kapana vendors and other operators withing the value chain.
- Completion of draft Youth Development Policy, pending final Council approval.
- Approval of the Special Ratings Area Regulations pending gazetting by the line Ministry.
- 24 industrial and business zoned Erven in Katutura and Khomasdal allocated to MSMEs.
- Structural assessment of Sam Nujoma Stadium completed in 2024 and the structural refurbishment works is currently in progress.
- Approval of Informal Market Development Masterplan and commencement of the planning for relocation and development of Truckport/Wood Carvers market.
- Disaster Risk Reduction and Management coordination, January 2025 flash floods.

Donations

Ministry of Agriculture Water and land Reform (MAWLR) supported by the United Nations Development Programme (UNDP) through the Japan Supplementary Budget (JSB).

Windhoek Ahead

Despite the notable progress highlighted in this legacy book, the Council equally encountered several systemic and operational challenges that hindered the execution rate of some of the projects. These challenges being:

Limited Central Government Funding:

Municipal operations are constrained due to a limited portion of funding. This results in inadequate capital for large-scale infrastructure development and service expansion.

Ageing Infrastructure

Water, sewerage, and road systems are and under strain. Replacement and upgrades are costly and often delayed.

Funding Constraints

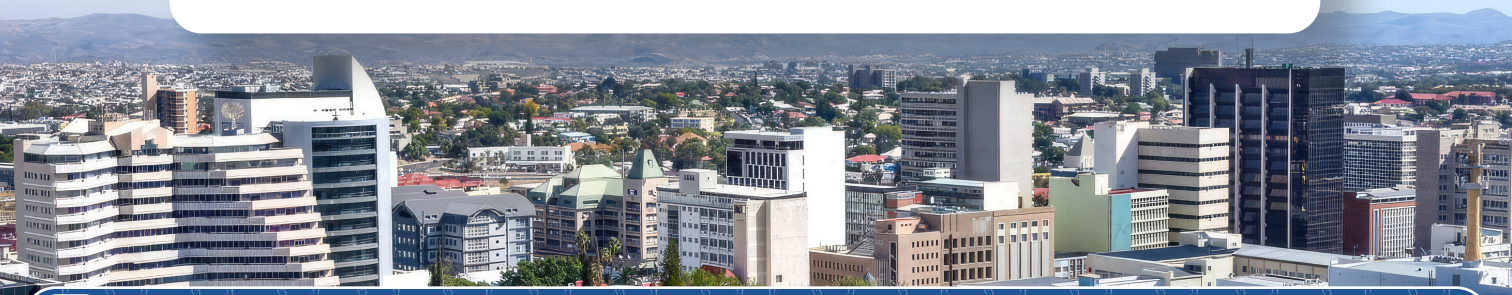
Heavy reliance on service charges and property rates. There is limited revenue collection due to affordability issues and non-payment.

Lagging Infrastructure Maintenance

Maintenance backlogs are growing, especially in informal settlements. Reactive maintenance dominates due to a lack of preventive investment.

High Levels of Debt (especially among pensioners)

Many elderly residents are unable to pay municipal bills, contributing to rising arrears. This affects the municipality's cash flow and service delivery capacity.






















City of Windhoek
2020 -2025















Inauguration of Council 2020 - 2025







Groundbreaking for EBikes4Windhoek





Inauguration of Buy-Back Centre





Donations 2020-2025




















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Groot-Aub Senior
Secondary School


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Groot-Aub Senior
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NAMCOL
Mathematics
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English


VIVO ENERGY
NAMIBIA
Shell Licensee









Pictorial Journey 2020 -2025
























City of Windhoek




SUMMIT
NAMIBIA
Business




DIREITOS DO ALUNO
DEVERES DO ALUNO




City of Windhoek

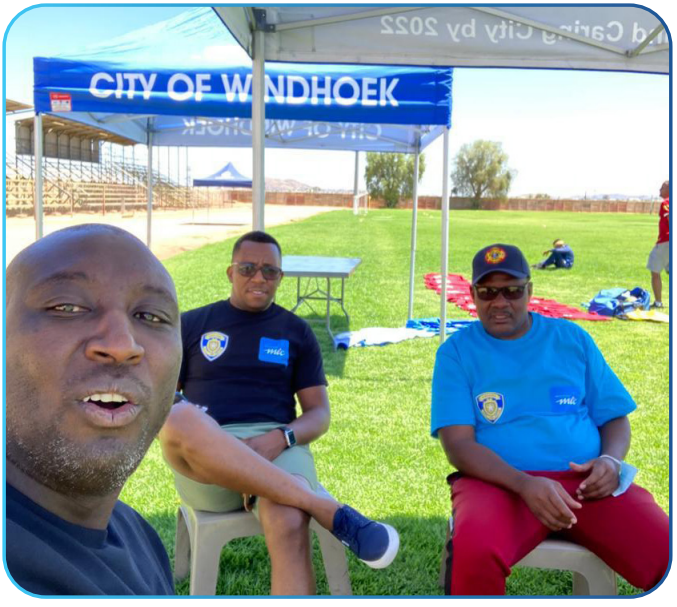

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CITY OF WINDHOEK


2023


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Council 2024


CITY OF WINDHOEK
City of Windhoek
To be a Sustainable and Caring City by 2027








CHIEF A.K. KANIME BUILDING


BY ORDER OF THE WINDHOEK MUNICIPAL COUNCIL
NO. 223:07/2023
THIS BUILDING WAS OFFICIALLY
CHIEF A.K. KANIME
IN HONOUR OF CHIEF
POLICE SERVICE
OF WINDHOEK
18 NOVEMBER 2024


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City of Windhoek


CHAMPIONSHIP
Supported By
FIFA
FORWARD
PROTECT THE DREAM
aQuellé
REGION 5 YOUTH GAMES
NFA
COSAFA












CITY OF WINDHOEK
MAYOR'S OFFICE


BEST OF 12




































CITY OF WINDHOEK
MAYORAL RELIEF FUND


MTC BUSINESS
MOVE AT THE SPEED OF INNOVATION


MTC BUSINESS
MOVE AT THE SPEED OF INNOVATION






WINDHOEK

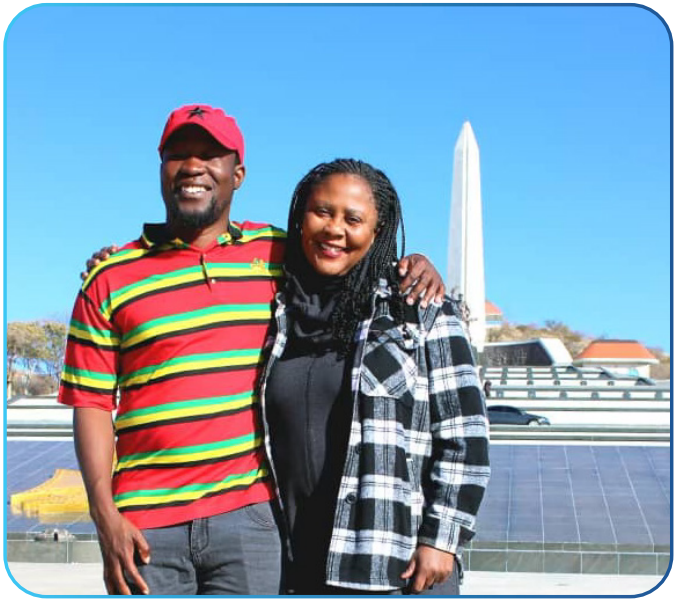



POTHOLES












ICAN DECENTRALIZATION AND LOCAL DEVELOPM
Theme: "Bu g resilient comm ies through inclus
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CITY OF WINDHOEK
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THE BUSINESS SUMMIT
NAMIBIA
Business


UN-HABITAT
ASSEMBLY


2025


ENGAGEMENT
GLOBAL
JUSTUS-LIEBIG-
UNIVERSITÄT
GIESSEN






STADTMANNHEIM
EINE WELT FORUM
MANNHEIM
!DEAL
für Mannheim
FAIR HANDELN
FAIRE
WOCHE


TEL: 211 111
W6
CITY OF WINDHOEK
AMBULANCE

Closing Remarks

The 2020-2025 term of the Municipal Council of Windhoek was a period of transformation, resilience, and innovation. Despite operating under significant structural and financial constraints, the Council Members demonstrated unwavering commitment to improving the lives of Windhoek's residents. Council to the best of its ability, represented the interest of the residents, advocated for community needs, and facilitated communication between the public and the Council.

From stabilizing municipal finances and expanding basic services, to pioneering housing initiatives and promoting renewable energy, their efforts laid a strong foundation for future development. While not all targets were met, the progress achieved is a testament to Council's dedication and hard work.



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