



MUNICIPALITY OF WALVIS BAY



STRATEGIC PLAN

July 2021- June 2026

STEERING THE WALVIS BAY SHIP FROM THE PRESENT TO A
PROGRESSIVE FUTURE THROUGH TRANSFORMATIONAL LEADERSHIP



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List of Abbreviations

Abbreviation	Meaning
CCTV	Closed-Circuit Television
CBD	Central Business District
CED	Community & Economic Development
EID	Engineering & Infrastructure Development
HRCS	Human Resources & Corporate Services
IPSAS	International Public Sector Accounting Standards
LED	Local Economic Development
LNISS	Local, National & International Support Systems
MC	Management Committee
MIS	Management Information System
OCEO	Office of the Chief Executive Officer
PPP	Policies, Plans & Programmes
RBC	Roads & Building Control
RICO	Residential, Industrial, Commercial and Other
SEES	Socio-Economic & Environmental Sustainability
SO	Strategic Objective
SWEM	Solid Waste & Environmental Management
TLG	Transformational Leadership & Governance
WB	Walvis Bay
WWEM	Water, Waste & Environmental Management

The Municipality's High-Level Statements

Mandate:

Part VI-XVIII of the Local Authorities Act, 1992, as amended in 1997, 2000, 2002 and 2004. Walvis Bay is a Part 1 Municipality.

Slogan:

Walvis Bay, Your Oasis of Opportunities.

Vision:

Walvis Bay, Namibia's industrial hub of choice for integrated investment opportunities.

Mission Statement:

To maintain a tradition of excellence in service delivery to ensure diversified social, economic and environmental opportunities to our residents, investors and visitors for improved growth and prosperity.

Core Values: ['RAP IT']

The core values are the non-negotiable style in which the Municipality of Walvis Bay and its partners will perform its services, the style in which the Municipality will travel on its journey to realise its vision. We cherish good governance through the following core values:

Respect:

We respect all people, including our team members, customers and partners; we respect them for who they are (their identity), their views and contributions; we show our respect by being accessible and open to listen and appreciate others. We also respect our natural environment.

Accountability:

We are accountable to our seniors, team members, customers and citizens; we take the blame and credit for all that we are accountable or responsible for; people can therefore count and depend on us to do what we said we will do; we believe accountability is only possible when we are accessible, transparent and open to our stakeholders.

Professionalism:

We set and maintain high standards (best practice) in what we do; this reflects in effectiveness, efficiency and quality work (in our processes and end-products); We do not only appear presentable, but we act out of a positive attitude and self-discipline.

Integrity:

We are honest and fair in all we do; We play by the book, always being ethical and legal.

Teamwork:

We always work together as a team; we collaborate with one another; we optimally utilise all our available human resources; we believe that top performance, satisfaction and sustainability are achieved through involvement, knowledge sharing and buy-in.

Leadership & Governance Commitment

We, the Municipal Council of Walvis Bay, in accordance with the oath taken, are committed to steer the Walvis Bay ship from the present to a progressive future through transformational leadership and strategic governance.



**His Worship,
Trevino Forbes**
Mayor



**Cllr. Saara
Mutondoka**
Deputy Mayor



**Cllr. Richard
Hoaeb**
Chairperson of MC



Cllr. Ronald Bramwell
Member of MC



Cllr. Leroy Victor
Member of MC



Cllr. Ryan Gordon
Member of MC



Cllr. Olivia Andrews
Alternate member of MC



Cllr. Ephraim Shozi
Ordinary Council Member



Cllr. Albertina Nkoshi
Ordinary Council Member



Cllr. Paulus Kauhondamua
Ordinary Council Member



In memory of Cllr Stanly A Bikeur
***17.09.1981 †07.08.2021**

The late Cllr Stanly Alfredo Bikeur served as an alternate member of the Management Committee from December 2020 to August 2021.

May his soul rest in peace.

Administrative Implementation Commitment

As the administrative arm of the local authority, we commit to working with Council to relentlessly pursue excellence in everything we do to ensure a service delivery environment that embraces change, new ideas and equal opportunities for current and future generations.



CEO

Vacant



Frans !Gonteb
General Manager: Finance



André Burger
General Manager:
Roads and Building Control



John Esterhuizen
General Manager: Water,
Waste and Environmental
Management



Agostinho Victor
General Manager: Community
and Economic Development



Johanna Shidute
Manager: Revenue & Credit
Control



Andrew van den Heever
Manager:
Financial Administration



Jan Kruger
Manager: Corporate Services



Francina Mwandingi
Manager: Human Resources



Kevin Adams
Manager: Public Relations
& Customer Service



Piet van Niekerk
Manager: Community
Development



Jack Manale
Manager: Housing & Property



Tulimekondjo Iishitile
Manager: Economic
Development



David Uushona
Manager: Solid Waste &
Environmental Management



Henok Shikongo
Engineer: Water



Deville Dreyer
Chief: Health Services



Kristofina Asino
Town Planner



Frans Nghifikua
Engineer: Roads and Building
Control

The Strategic Plan “Ship and Components”

THE WALVIS BAY SHIP

The Municipality of Walvis Bay can be likened to a ship sailing ahead in calm waters (occasionally encountering rough waters) and providing all residents with an efficient and affordable service delivery.

The sea represents our natural resources and community of residents who both contribute to the socio-economic benefit of our Port City. Walvis Bay plays a vital role in the prosperity of our country as a whole.

The components of our ship are representative of the following:

WHEELHOUSE/BRIDGE

Transformational Leadership & Governance (TLG)

THE TOP DECK

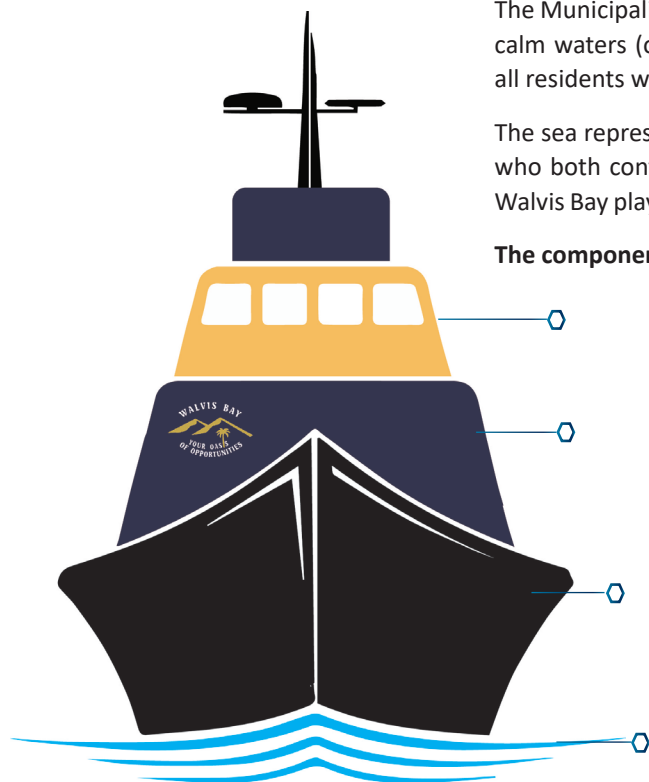
Local, National & International Support System (LNISS)

THE ENGINE ROOM

Engineering & Infrastructure Development (EID)

THE SEA

The Sea/Ocean: Socio-Economic & Environmental Sustainability (SEES)



WHEELHOUSE/BRIDGE

Transformational Leadership & Governance (TLG)

The wheelhouse (or bridge as it is more commonly called) is the nerve and control centre of the vessel. All decisions taken at this level affect the efficient running of the ship.

It is here where all the top-level decisions on the running and maintenance of the vessel take place. The wheelhouse represents the Offices of the Mayor and CEO where strategic decisions are taken and ensured for implementation.

As mandated by the Municipal Council, the CEO is the Captain of the ship and the General Managers are the Officers in charge of the various departments who all answer to him/her.

THE TOP DECK

Local, National & International Support Systems (LNISS)

Under the guidance of the General Managers, the main deck of the vessel is where all the work of the general staff is carried out and it is here where service delivery to all municipal customers is a priority.

THE ENGINE ROOM

Engineering & Infrastructure Development (EID)

The engine room, representing the municipal technical departments, propels the vessel from point A to point B. This is where diesel generators supply power to drive all the pumps, allied machinery as well as the overall lighting and air conditioning systems and the refrigeration systems for

keeping perishables in good condition. The galley, or kitchen, prepares all food for daily sustenance.

This is also where we find a complete sewerage treatment system, all toilets on board are flushed with sea water. After treatment the purified effluent is returned to the ocean (conforming to environmental best practices).

THE SEA

The Sea/Ocean: Socio-Economic & Environmental Sustainability (SEES)

The sea has a two-fold representation. Firstly, as a unique offering of our diverse natural resources and secondly, as our valued residents who pay rates and taxes and accounts so that the Municipality can provide all the services necessary in an effective and efficient manner.

The Strategic Objectives Areas

STRATEGIC OBJECTIVE 1:

Create a conducive business environment, including an improved service delivery strategy, to attract investment, and increase economic and employment opportunities.

STRATEGIC OBJECTIVE 2:

Provide sufficient serviced land and infrastructure for housing and businesses, at affordable prices, to cater to the needs of a growing population.

STRATEGIC OBJECTIVE 3:

Transforming Council's staff into a Capable, Committed, Competent, Compatible, Compassionate and Cost-effective Human Resource Complement.

STRATEGIC OBJECTIVE 4:

Ensure good corporate governance through the development of an integrated Management Information System (MIS) and the revision of internal regulations, policies and procedures.

STRATEGIC OBJECTIVE 5:

Ensure financial sustainability by an increase in revenue streams through new initiatives, an increase in the collection of revenue and effective debt management and cost cutting strategies.

STRATEGIC OBJECTIVE 6:

Improve public safety and community resilience through emergency and disaster risk management systems.

STRATEGIC OBJECTIVE 7:

Ensure a healthy public living space to increase quality of life for all and to contribute towards socio-economic development and support youth development.

STRATEGIC OBJECTIVE 8:

Provide, maintain and improve municipal infrastructure and assets to suitable, acceptable and feasible standards.



STRATEGIC PLAN: 2021/2022 – 2025/2026

STRATEGIC OBJECTIVE 1:

Create a conducive business environment, including an improved service delivery strategy, to attract investment, and increase economic and employment opportunities.

	PPP INITIATIVES	21/22	22/23	23/24	24/25	25/26	
1.	Revised Walvis Bay Urban Structure Plan	Initiating & Planning	Approving	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	RBC SO1-SEES 1
2.	Revised Walvis Bay Town Planning Scheme	Initiating & Planning	Approving	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	RBC SO1-SEES 2
3.	CBD Rejuvenation	Initiating & Planning	Approving	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	RBC SO1-SEES 3
4.	Customer Service Charter Revision	Initiating & Planning	Approving, Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Closing	OCEO SO1-TLG 1
5.	The WB LED Policy & Strategy	Planning & Approving	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	CED SO1-SEES 4
6.	Walvis Bay Investment Promotion Policy & Strategy Formulation	Initiating & Planning	Planning, Approval & Executing	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	CED SO1-SEES 5
7.	Improved Communication Protocol	Initiating & Planning	Approving, Executing & Monitoring	Executing & Monitoring	Closing	–	OCEO SO1-TLG 2


STRATEGIC OBJECTIVE 2:

Provide sufficient serviced land and infrastructure for housing and businesses, at affordable prices, to cater to the needs of a growing population.

	PPP INITIATIVES	21/22	22/23	23/24	24/25	25/26	
1.	Residential, Industrial, Commercial & Other (RICO) Land Use Plan/Programme	Initiating, Planning, Executing, Monitoring & Closing	Initiating, Planning, Executing, Monitoring & Closing	Initiating, Planning, Executing, Monitoring & Closing	Initiating, Planning, Executing, Monitoring & Closing	Initiating, Planning, Executing, Monitoring & Closing	RBC SO2-EID 1
2.	Municipal Rental Properties Freehold Titles Registration	Planning	Planning & Executing	Executing & Monitoring	Executing & Monitoring	Closing	CED SO2-SEES 1
3.	Coordinated Lowcost/Affordable Housing Schemes	Initiating & Planning	Planning & Approval	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	CED SO2-SEES 2
4.	Backyard Shacks & Tataleni Decongestion	Initiating and Planning	Planning & Executing	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	CED SO2-SEES 3

STRATEGIC OBJECTIVE 3:


Transforming Council's staff into a Capable, Committed, Competent, Compatible, Compassionate and Cost-effective human resource complement.

	PPP INITIATIVES	21/22	22/23	23/24	24/25	25/26	
1.	Organizational Re-Alignment Exercise	Initiating & Planning	Approving, Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	HRCS SO3-LNISS 1
2.	Strategic Human Resource Development Plan.	Initiating & Planning	Approving, Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	HRCS SO3-LNISS 2
3.	Council's Human Resource Related Policies, Contracts/Agreements, Guidelines, Procedures & Other Documentation Revision Exercise	Initiating & Planning	Approving, Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	HRCS SO3-LNISS 3
4.	Internal Occupational Health & Safety Plan	Initiating & Planning	Approving, Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	OCEO SO3-TLG 2



STRATEGIC OBJECTIVE 4:

Ensure good corporate governance through the development of an integrated Management Information System (MIS) and the revision of internal regulations, policies and procedures.

	PPP INITIATIVES	21/22	22/23	23/24	24/25	25/26	
1.	Council's Corporate Governance/Operational Policies, By-laws & Procedures Revision Exercise	Initiating & Planning	Approving, Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	HRCS SO4-TLG 1
2.	Enhanced Organizational ICT Capacitated Integrated MIS	Initiating & Planning	Approving, Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Closing	OCEO SO4-LNISS 1
3.	Integrated Municipal Management Information System (Town Planning, Engineering, Finance, Land, Housing, Human & Assets)	Initiating & planning	Initiating & planning	Approving, Executing & Monitoring	Executing & Monitoring	Executing, Monitoring & Closing	OCEO SO4-LNISS 2
4.	International Public Sector Accounting Standards - IPSAS	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Finance SO4-LNISS 3
5.	Digital Building Plan Submission System	Initiating, Planning & Approving	Executing & Monitoring	Executing & Monitoring	Closing	-	RBC SO4-LNISS 4
6.	Overall Governance Risk Management System	Initiating & Planning	Planning, Approving & Executing	Executing & Monitoring	Executing & Monitoring	Closing	OCEO SO4-TLG 2
7.	Corruption Risk Assessment, Management & Reporting	Initiating & Planning	Planning, Approving & Executing	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	OCEO (Integrity Committee) SO4-TLG 3
8.	Digital Archiving Management System	Initiating & Planning	Planning, Approving & Executing	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	HRCS SO4-TLG 4



STRATEGIC OBJECTIVE 5:

Ensure financial sustainability by an increase in revenue streams through new initiatives, an increase in the collection of revenue and effective debt management and cost cutting strategies.

	PPP INITIATIVES	21/22	22/23	23/24	24/25	25/26	
1.	Water Demand Management	Initiating & Planning	Initiating, Planning & Approving	Planning & Executing	Executing & Monitoring	Executing & Monitoring	WWEM SO5-EID 1
2.	Business Registry & Public Health Compliance	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	WWEM SO5-SEES 1
3.	Revenue Enhancement Model & Cost Containment Initiative	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Finance SO5-LNISS 1
4.	Annual Comparative Ratio Analysis	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Finance SO5-TLG 1
5.	Improved Budgeting Process	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Finance SO5-LNISS 2

STRATEGIC OBJECTIVE 6:

Improve public safety and community resilience through emergency and disaster risk management systems.

	PPP INITIATIVES	21/22	22/23	23/24	24/25	25/26	
1.	Disaster Risk Management Plan Update	Initiating & Planning	Planning, Approval & Executing	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	CED SO6-SEES 1
2.	New Life Guarding Strategy	Initiating & Planning	Planning, Approval & Executing	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	CED SO6-SEES 2
3.	Satellite Fire Stations Establishment	Initiating & Planning	Planning, Approval & Executing	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	CED SO6-EID 1
4.	CCTV Installation Project	Initiating & Planning	Planning, Approval & Executing	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	CED SO6-EID 2
5.	Enhanced Community Policing Programmes	Initiating & Planning	Planning, Approval & Executing	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	CED SO6-SEES 3



STRATEGIC OBJECTIVE 7:


Ensure a healthy public living space to increase quality of life for all and to contribute towards socio-economic development and support youth development.

PPP INITIATIVES	21/22	22/23	23/24	24/25	25/26	
1. Establishment of Beach Promenades	Initiating, Planning & Approving	Initiating, Planning & Approving	Executing & Monitoring	Executing & Monitoring	Closing	RBC SO7-EID 1
2. Encroachments on Public Places Policy	Initiating, Planning & Approving	Executing & Monitoring	Executing & Monitoring	Closing	-	RBC SO7-EID 2
3. Parks Rejuvenation and New Parks Management Programme	Initiating & Planning	Planning, Approval & Executing	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	CED SO7-SEES 1
4. Revised SWEM Action Plan	Initiating & Planning	Approving, Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Executing, Monitoring & Closing	WWEM SO7-SEES 2
5. HIV/AIDS, TB Prevention & Other Health Programs	Review, Initiating & Executing	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	WWEM SO7-SEES 3
6. Youth, Sports, Arts & Culture Development Strategy	Initiating & Planning	Planning, Approval & Executing	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	CED SO7-SEES 4



STRATEGIC OBJECTIVE 8:

Provide, maintain and improve municipal infrastructure and assets to suitable, acceptable and feasible standards.

	PPP INITIATIVES	21/22	22/23	23/24	24/25	25/26	
1.	Finalised Council Fixed Assets Register	Initiating, Planning, Approving	Monitoring	Monitoring	Monitoring	Monitoring	Finance SO8-LNISI 1
2.	Established Building Maintenance & Refurbishment Programme	Initiating, Planning & Approving	Initiating, Planning, Approving, Executing & Monitoring	Executing & Monitoring	Closing	-	RBC SO8-EID 1
3.	Road Network Development, Maintenance & Management Programme	Initiating, Planning & Approving	Initiating, Planning & Approving	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	RBC SO8-EID 3
4.	Reviewed Transport/Mobility Master Plan	Initiating, Planning & Approving	Initiating, Planning, Approving, Executing & Monitoring	Closing	-	-	RBC SO8-EID 4
5.	Developed Fleet Management System	Initiating	Planning & Approving	Executing & Monitoring	Executing & Monitoring	Executing & Monitoring	RBC SO8-EID 5
6.	Storm water Drainage & Telecommunications Infrastructure Management	Initiating & Planning	Initiating & Planning	Approving & Executing	Executing & Monitoring	Executing & Monitoring	RBC SO8-EID 6
7.	Diversified Water Supply Sources	Initiating & Planning	Initiating & Planning	Approving & Executing	Approving & Executing	Executing & Monitoring	WWEM SO8-EID 7
8.	Integrated Water & Sewerage Master Plan	Initiating & planning	Approving & executing	Executing & Monitoring	Executing & Monitoring	Closing	WWEM SO8-EID 8



Strategic Plan Implementation & Reporting



It is essential to do regular reporting, provide reviewed updates and to identify challenges faced. Reporting on progress will be done through quarterly reports, and the multiple avenues provided for in the Communication Protocol.





MUNICIPALITY OF WALVIS BAY

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Propelling the Walvis Bay ship forward together.

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