Winning Team - This shows a performance culture – the need to excel in everything we do.

Innovation - To be creative and to put our creativity into practice.

Networking - To build relationships and partnerships so as to better serve our customers.

Diversity and Equity - Our strength lies in our diversity and we will ensure equal opportunity for all – no racism, sexism, tribalism.

Honesty and Integrity - To be honest in all our dealings and to act with integrity where ever we are and with whom ever we interact.

Open Communication - To communicate in an open and transparent manner with whom ever we interact - internally and externally.

Efficient and Effective - To add value and to ensure affordable services – a dollar worth of service for every dollar paid by our clients - we have to ensure that we are efficient and effective in everything we do.

Knowledgeable - We are a learning organisation and place a high priority on the training and development of our people so as to ensure knowledgeable individuals at all levels.

To render efficient and effective municipal services

To enhance the quality of life of all our people

OUR MISSION

* To render efficient and effective municipal services

Our Vision

Our Mission

Our Values

Our Strategic Thrusts

1. Provision of Basic Services and Maintain Infrastructure
2. Ensure a Healthy, Clean, Safe and Secure Environment for All
3. Create an Environment for Socio-economic Development
4. Develop Human Resources and Improve Systems of Operation
5. Promote Public Participation
6. Broaden the Revenue Base
7. Market the City of Windhoek

Our Strategic Objectives

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

Industries

Inside Covers

* Our Team
* Our Mission
* Our Values
* Our Strategic Thrusts
* Our Strategic Objectives
* Overview
* Powers and Functions of the Mayor

Our Vision

* To enhance the quality of life of all our people

Our Mission

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- Winning Team - This shows a performance culture – the need to excel in everything we do.
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OVERVIEW

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

POWERS AND FUNCTIONS OF THE MAYOR

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

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

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

The Mayor is the first citizen and represents the City at ceremonial and national functions. She spread goodwill and attends public appearances at business and community functions.

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The year 2013 has been a year of striking contrast and rather insurmountable challenges to improve efficiency in how we deliver services, and found ways to control spending. I am therefore pleased and humbled to present the Mayoral Annual Report for the year to office on 26 November 2012.

The last year has been the most momentous in Windhoek’s recent history. It has however been a privilege and honour to serve the people of Windhoek as Mayor since my election to office in November 2012.

During this period we have once again continued to enhance the principles of consultative planning and integrated planning approach that all major development proposals should be presented at a platform of stakeholders, such as the Khomas Regional Council, Rate Payers Association, the business community through the Namibia Chamber of Commerce and Industry, bulk services utilities, Government and the public at large. These stakeholders contributed to the formulation of the City’s Budget 2013/2014, approved in June 2013. Although not all proposals by stakeholders could be accommodated, the information provided still played an influential role on the capital project budget, amounting to N$527 million. Of this N$527 million, N$144 million was for the on-going capital projects, whilst N$383 million was earmarked for new capital projects. The total budget tabled in the budget process will indeed go a long way in addressing some of the most critical needs of the City of Windhoek, during the current financial year.

I am therefore pleased to mention that we have made good progress on land delivery through the Public Private Partnership (PPP) pilot project at Otjomuise Ext 4 and Academia Ext 4, as well as on the government funded Targeted Intervention for Employment and Economic Growth (TIPEEG) in Otjomuise Ext 10.

Affordable housing remains a priority to council. During the period under review, Council approved affordable demo housing solution by 3 companies, Eco Beam, Wall Group and Ino Investment cc having met municipal standards. The next step will now be for these companies to submit lists of clients interested in their housing solutions before allocation of land by council.

Furthermore, we have also engaged our private sector focusing our efforts on cutting the bureaucracy by providing political leadership in the adoption of major development proposals. This was the year in which council have taken a deliberate approach that all major development proposals should be presented at a platform of councillors and management. This approach assisted in speeding up delays and major projects were submitted to Council for approval quicker than before.

Windhoek was also honoured to host a number of international conferences and events. These included the COP11 conference in September, the World Adventure Summit and the 9th International Water conference, pleasing to say –all were successful.

I therefore therefore also offers you an immeasurable thank you and gratitude and wish you renewed strength and go for the years to come.

Cllr. Agnes Mpingana Kafula

MAYOR
GOVERNANCE

The Council

In terms of the law of Namibia, a full local authority Council serves for a 5 year term, while its office bearers being the Mayor, the Deputy Mayor and Members of the Management Committee are elected every year. The current Council came to office 02 December 2009.


Management Committee

The Management Committee as per legislation is a sub-committee of Council ensuring that the decisions of the Council are carried out. The committee is composed of five members, nominated amongst Councillors, with the Mayor and Deputy Mayor as ex-officio, with no voting rights.


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

The Chief Executive Officer

As individuals, council members have no direct administrative authority. The Council, however, has complete authority over all affairs in the City.

Mr. Niki Taapopi,
Chief Executive Officer

The Chief Executive Officer heads the administrative part of the municipality including the administration part of the Office of the Mayor. Mr. Niki Taapopi remains at the helm of the administration of City of Windhoek, as the Chief Executive Officer.

Governing the administrative staff in the Office of the Mayor report directly to the Chief Executive Officer. The combined office ensures proper coordination of policy development, implementation, monitoring and evaluation, and alignment of programmes and initiatives with the political agenda.

Elected: Mayor Cllr. Agnes Kafula, and Cllr. Mwadhina Veico, Deputy Mayor

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CITY OF WINDHOEK COUNCIL

MANAGEMENT STRUCTURE

CEO
N. K. Taapopi

HEAD: City Police
A. K. Kanime

SE: Community Services
G. Mayumbelo

SE: Electricity
E. C. Kawesha

SE: Finance
D. Gerber

SE: Human Resources

SE: Information & Communication Technology
L. van Wyk

SE: Infrastructure, Water & Technical Services
P. Du Pisani

SE: Economic Development & Environment
U. L. Karimbue-Mupaine

SE: Urban Planning & Property Management
L. Narib

Mayor
Cllr. A. M. Kafula

Second Deputy Mayor
Cllr. M. H. K. Veico

Deputy Mayor
Cllr. M. Kazapua

Chairperson of MC
Cllr. M. Shiikwa

Alderman
B. Ekandjo

Cllr. G. H. Kamatuka

Cllr. J. J. Shikongo

Cllr. M. Ukeva

Cllr. B. Kandundu

Cllr. E. L. Musialela

Cllr. T. Gaeseb

Cllr. B. E. Cornelius

Cllr. M. Shiikwa

Cllr. J. Moonde

Cllr. F. N. Kahungu

Cllr. A. M. Kafula

Cllr. M. H. K. Veico

Cllr. M. Kazapua

Cllr. M. Shiikwa

Cllr. G. H. Kamatuka

Cllr. J. J. Shikongo

Cllr. M. Ukeva

Cllr. B. Kandundu

Cllr. E. L. Musialela

Cllr. T. Gaeseb

Cllr. B. E. Cornelius

Chairperson of MC
Cllr. M. Shiikwa
FOCAL THEMES FOR THE YEAR 2013

As a City we have come of age and have learned a lot over the last 22 years of democratic Local Governance in Namibia. After multiple consultations within the organization, council charted out priority focal areas for the year 2013 on which service delivery has to be centered. The following focal areas were identified:

1. Consultative Governance. This is an approach based on a conviction that success of any democracy is only guaranteed on a broader consultation in order to appreciate the aspirations of the residents. Upon taking office I embarked on consultative processes in handling and applications, creating a conducive environment for business growth and economic development.

2. Provision of basic services in underserviced areas: Like in the past years, Council’s commitment to the provision of basic services to the informal settlements and other underserviced areas remained the city’s top operational priority during 2013. This includes the continuous provision and expansion of water, sanitation and electricity services.

3. Fast tracking Land Delivery: In the past years, housing and commercial development remains a rather bothersome challenge that the City has been faced with for the past years. Council therefore focused its efforts on this area.

4. Clean City Initiatives and Environmental Management: The City has been faced with for the past years. Council therefore focused its efforts on this area.

5. Promoting Smart Partnership on Alternative Energy Solutions. Energy supply in Namibia and the Region at large is getting more worrisome. We have observed a steep increase in the cost of industrial waste water treatment, a situation that has put most industrial enterprises at the edge of bankruptcy.

6. Promoting Economic Development:
   - Improved on Performance: The City in 2010, launched its 5 Years Integrated Business Plan, and signed Performance Agreements with the Chief Executive Officer and Strategic Executives. In 2012, the City realigned the administrative structure of the organization, an exercise that resulted in assigning related functions to relevant departments. It remains the priority of Council to invest in several systems and governance technologies that will enhance service delivery.
   - Improving on Performance: The City in 2010, launched its 5 Years Integrated Business Plan, and signed Performance Agreements with the Chief Executive Officer and Strategic Executives. In 2012, the City realigned the administrative structure of the organization, an exercise that resulted in assigning related functions to relevant departments. It remains the priority of Council to invest in several systems and governance technologies that will enhance service delivery.

5. Promoting Economic Development: In the past years, the City observed a steep increase in the cost of industrial waste water treatment, a situation that has put most industrial enterprises at the edge of bankruptcy.

6. Promoting Smart Partnership on Alternative Energy Solutions. Energy supply in Namibia and the Region at large is getting more worrisome. We have observed a steep increase in the cost of industrial waste water treatment, a situation that has put most industrial enterprises at the edge of bankruptcy.

Let us therefore focus on the following focal areas for the year 2013:

1. Consultative Governance.
2. Provision of basic services in underserviced areas.
3. Fast tracking Land Delivery.
4. Clean City Initiatives and Environmental Management.
5. Promoting Economic Development.
7. Promoting Economic Development.
Provision of Water

Namibia in the most and country in Southern Africa, with Windhoek, the capital City of Namibia, having an average annual rainfall of around 370mm. As of late Windhoek has been experiencing a very high rate of population growth, a fact that requires that all decisions taken, shall take cognizance of the resource base on which the City will rely for water supply.

The first borehole for Windhoek built around the hot springs of Klein Windhoek towards 1903. On top of the above are some other long-term solutions under considerations, which include:

- Linking Central Namibia to the Eastern National Water Carrier (to the Africa Tungashili area and Monte Christo Taxi Rank and Okahandja Park. This was done as the Efteq technology is a proven technology that will result in the reclamation of the source of water for Windhoek.
- Avis Dam was constructed, followed by the construction of the Goreangab Dam in 1959
- Groundwater thus remained the sole source of water for Windhoek until 1933 when the Okavango River (Okavango) this would be a costly exercise, considering the distance to be covered, from the Okavango to Windhoek.
- The Okavango River is a perennial River, and water supply could be better secured, the benefits will outshine in relation to our City’s geographic position. But, considering the fact that the Okavango
- 67 standpipes were replaced with Kent prepaid meters in Ongulumbashe, Onyika, Monte Christo Taxi Rank and Okahandja Park. This was done as the Efteq technology is a proven technology that will result in the reclamation of the source of water for Windhoek.
- 8 broken standpipes were replaced as part of the maintenance programme in the Africa Tungashili areas.
- 2 new Kent prepaid standpipes were installed in the Omuramba location.

Provision of sanitation in the informal areas

The areas that are referred to as informal housing areas in Windhoek, are areas which predominantly fall outside of the areas serviced with Municipal bulk services. These areas mostly fall outside of the drainage areas which can be connected to municipal waste water treatment works. Although the Water and Sanitation Supply Policy (WASSP) of the Ministry of Agriculture, Water and Forestry (MAWF), makes provision for alternative sanitation types, inclusive of dry sanitation, council observed that the dry sanitation that the City attempted to implement was not appropriate for use in Windhoek.

Therefore all sanitation interventions since the Presidential sanitation campaign of 2010 were based on water borne solutions. As a result no targeted sanitation interventions were lodged during the period under review. The sanitation program has since been incorporated in the on-going Targeted Investment Programme for Employment and Economic Growth (TIPEEG). The first area serviced under TIPEEG, Otjomuise Ext 1 and Ongulumbashe to Otjomuise 10 to allow servicing of these areas including provision of water borne sanitation. Otjomuise Ext 1 will see the resettlement of 1100 households who will then have full access to water and sanitation services, while approximately another 1100 households that will remain in Havana Ext 1 and Ongulumbashe will receive services as part of council project on upgrading of these areas.

Subsequent to the Government Intervention Project on-going efforts are being to improve the sanitation situation in the informal settlements as requested by community leaders through city Councils. Additional toilets have been installed in a number of informal areas to the total value of approximately N$1.5 million.

These interventions are on an ad hoc basis to try and relieve the most pressing needs. The table below is a reflection of the areas with priority provided by the City in number of ventilated latrines. The prioritization of the areas was based on the volume of the households to be serviced as well as the proximity of the area.

<table>
<thead>
<tr>
<th>Area</th>
<th>Total toilets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Okahandja</td>
<td>6 toilets</td>
</tr>
<tr>
<td>Jonas Hildene</td>
<td>6 toilets</td>
</tr>
<tr>
<td>Okahandja C</td>
<td>6 toilets</td>
</tr>
<tr>
<td>Havana Proper</td>
<td>4 toilets</td>
</tr>
<tr>
<td>Onyika No.1</td>
<td>6 toilets</td>
</tr>
<tr>
<td>Erf 2321 Ouryangava</td>
<td>6 toilets</td>
</tr>
<tr>
<td>Erven 1244 and 1404, Ouyeufba</td>
<td>4 toilets</td>
</tr>
<tr>
<td>Waterkloof Ext 22 Jopuyalanga</td>
<td>7 toilets</td>
</tr>
<tr>
<td>Erf 221 Duryangga</td>
<td>6 toilets</td>
</tr>
<tr>
<td>Omuthiya (replaced damaged toilet block)</td>
<td>1 toilet</td>
</tr>
<tr>
<td>Erf 2318 Okandundu</td>
<td>2 toilets</td>
</tr>
<tr>
<td>TOTAL</td>
<td>55 toilets</td>
</tr>
</tbody>
</table>

The table above shows the distribution of the 55 new toilets that have been provided to various informal areas including Havana Ext 1 and Ongulumbashe to Otjomuise Ext 10. In addition to servicing of these areas including provision of water borne sanitation, Otjomuise Ext 1 will see the resettlement of 1100 households who will then have full access to water and sanitation services, while approximately another 1100 households that will remain in Havana Ext 1 and Ongulumbashe will receive services as part of council project on upgrading of these areas.

Provision of Electricity in low cost areas

Electricity Supply

Additional Power Supply to Windhoek: The city's electric demand currently stands at 100 MVA and it is expected to grow to 210 MVA within the next ten years. Council has engaged NamPower Limited, the nation's electricity authority responsible for electricity generation, to provide additional power supply of 50 MVA. The planning works are coming to a close and the implementation thereof will commence early next year.

Electricity Network Expansion: Council has over the last year conducted works on several capital projects valued at over N$110 million which will result in increasing the city's installed electric capacity by an additional 15%. This will enable the City to meet current and forecasted growth demands and in addition guarantee the availability, reliability and quality of power supply to all our residents.
Land development refers to how urban land is produced in the form of both buildings and sites for various activities. The form of urban development of a city is greatly influenced by its land development process, which in turn is influenced by its socio-economic and political structures.

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

Rapid influx of people from rural areas and smaller local authorities which followed the independence of Namibia from the apartheid South Africa regime in 1990 caught local authority councils such as the Windhoek by surprise, as they now have to grapple with providing services to new residents.

Due to lack of serviced land the option often available in most urban cases; is to find an open piece of land and settle illegally by erecting an informal structure. For few years now, the City has not been able to cope with the demand of land for housing development, particularly in the low income categories.

Fast-tracking Land Delivery

The City is therefore encouraged by central Government’s bold efforts in addressing land and housing shortage, through TIPEEG and the recent N$45 billion national Mass Housing Project. We are happy that this project is led by HE Hifikepunye Pohamba, the President of the Republic of Namibia who is the Chairman of the newly established National Housing Committee.

The Windhoek Mass Housing Project as launched by HE Hifikepunye Pohamba, on 26 November 2013 and it is our hope that it will alleviate shortage serviced land and the general housing problem in the City.

Adequate Housing Project

Satisfied with the quality and standards, Council during the period under review, approved three (3) demo houses in Otjomuise Ext 4, set up through unsolicited proposals by private companies, who heeded the call for the private sector involvement in the provision of housing in the low income categories. Council recommends the 3 companies into Investment, the M&G Group and Eco Beam to qualifying members of the public who are in need of affordable houses. Further details with regard to the prices and...

Embracing the National Mass Housing Project

The current population of Windhoek per 2011 census stands at 340,000 inhabitants and is expected to reach a million by 2020. This will increase the already high need for housing in the City. The shortage of housing which cuts across the country can only be addressed by the National socio-economic deprivation of concern which cannot be left to local authorities alone.

The current population of Windhoek per 2011 census stands at 340,000 inhabitants and is expected to reach a million by 2020. This will increase the already high need for housing in the City. The shortage of housing which cuts across the country can only be addressed by the National socio-economic deprivation of concern which cannot be left to local authorities alone.

The table below provides a summary of the projects and their status as of the period under review:

<table>
<thead>
<tr>
<th>Township Development: Vompraadd Ext 15, Phase 9</th>
<th>Stock Residential</th>
<th>Business/Institutional</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>HS1</td>
<td>115</td>
<td>12</td>
<td>127</td>
</tr>
<tr>
<td>TPPE Project: Otjomuise Ext 10</td>
<td>40</td>
<td>21</td>
<td>61</td>
</tr>
<tr>
<td>PPP Projects: Otjomuise Ext 4 &amp; Academy Ext 1</td>
<td>990</td>
<td>19</td>
<td>1020</td>
</tr>
<tr>
<td>Total Number of Ervens created</td>
<td>1511</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Similar TIPEEG projects are to be rolled out at Okahandja Park and Otoskumobainhe. The PPF project is still in pilot stage and a learning curve. As we move along with this project, we will not be able to give you valuable information that will assist in designing suitable models.

Council continued to entertain other similar PPF proposals with the latest two having been approved in principle on October 2013, for the serving of land in Auasblick Ext 5 and Otjomuise Ext 10. Council is working on multiple projects at the same time, which, if they are staggered, can yield considerable number of surplus plots every year.

During the period under review, the City continued with its township development and land delivery programs. Due to competing demand in the provision of basic services, the City’s budget on land delivery and township development since 2008 was limited to N$51 million per annum, which is way below the resources needed. Thus the City could only deliver land and working on multiple projects at the same time, which, if they are staggered, can yield considerable number of surplus plots every year.

It is for this reason that the City engaged the private sector through PPP joint ventures on land delivery, at Otjomuise Ext 4 & 5 and Academia Ext 1. During the period under review the City enjoyed the financial support through the N$310 million TIPEEG financial model.

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Embarking the National Mass Housing Project

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

Launch of the City’s HIV/Aids Strategic Plan

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

The evidence-based Strategic Plan augments the strategic direction provided by Vision 2030, NDP4, national policies on HIV/AIDS, and will empower the City of Windhoek to assume a leading role towards the realization of the global vision of getting to zero, four years of partnership between the United Nations Development Programme (UNDP) and the United Nations Programme on HIV/AIDS (UNAIDS), as well as the City’s Integrated Business Plan. Similarly, the plan is aligned to the National Strategic Framework for HIV/AIDS in Namibia.

Crime Prevention and Law Enforcement

The City has however observed with concern increase in cases of theft out of motor vehicle where criminals use remote devices to jam immobilizing systems of motor cars. The focus remained to prevent crime from happening, instead of the traditional approach of fighting crime on occurrences.

Traffic management

Traffic Regulations in the capital remain a headache to the Department of City Police, as a direct result of the shortage of men power. In response to these challenges, on the 28 January 2013 the Windhoek City Police Chief Abraham Kanime welcomed 35 Cadet Constables into the Windhoek City Police Fold Office who successfully completed a six month induction programme.

The City in partnership with the Ministry of Transport embarked upon a Sustainable Urban Transport Master Plan for Windhoek. The primary objective of such a plan is to create alternative sustainable travel choices for the inhabitants of Windhoek. Alternative methods of urban travelling include the establishment of an improved municipal bus system. Along main arteries bus rapid transit corridors are proposed with the option of upgrading such corridors with passenger commuter trains/rams in future. The plan equally contains a non-motorized transport plan that mainly concentrates on the establishment of cycling lanes and enhancing pedestrian walkways. Decrease of private vehicle usage and regulate public transport could enhance rapid movement of city commuters and help reduce traffic congestions.

Council is also aware that the City’s CBD lacks a sufficient parking space which is a major problem especially during business working hours. The current problem of traffic congestion and lack of parking spaces cannot be addressed in isolation but should be taken into a broader context of Windhoek’s rapid pace of urbanization and land scarcity.

Apart from an urban mobility the City also is looking into identifying various urban development models from its international sister cities, partnerships that will enable the City to come up with a befitting long term urban development model.

Urban mobility and parking space

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Urban mobility and parking space

The City in partnership with the Ministry of Transport embarked upon a Sustainable Urban Transport Master Plan for Windhoek. The primary objective of such a plan is to create alternative sustainable travel choices for the inhabitants of Windhoek. Alternative methods of urban travelling include the establishment of an improved municipal bus system. Along main arteries bus rapid transit corridors are proposed with the option of upgrading such corridors with passenger commuter train/rams in future. The plan equally contains a non-motorized transport plan that mainly concentrates on the establishment of cycling lanes and enhancing pedestrian walkways. Decrease of private vehicle usage and regulate public transport could enhance rapid movement of city commuters and help reduce traffic congestions.

Council is also aware that the City’s CBD lacks a sufficient parking space which is a major problem especially during business working hours. The current problem of traffic congestion and lack of parking spaces cannot be addressed in isolation but should be taken into a broader context of Windhoek’s rapid pace of urbanization and land scarcity.

Apart from an urban mobility the City also is looking into identifying various urban development models from its international sister cities, partnerships that will enable the City to come up with a befitting long term urban development model.
Clean City Initiative

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

This level of cleanliness is achieved through the cooperation of all residents in various sectors, be it business, communities, schools or government. The City of Windhoek strives continually to maintain the cleanliness as it recognizes that a clean city is a healthy city and is a basic necessity for a functional society.

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

Mayoral Clean-up campaigns for 2013

As part of one of the priority areas in January 2013, the City launched the Mayoral Clean-up campaigns under the theme “My Waste, My Responsibility”. An annual mayoral clean-up campaign program which covers all constituencies was drawn up, with the Mayor and councillors leading residents in physically picking up solid wastes every three months. The 2013 campaign was launched at Greenwell Matongo in the Samora Machel Constituency.

The campaign is one of the many tools that the City uses to engage and educate our residents at the community level with the focus on changing behavior and culture of residents, while taking full responsibility of the waste generated.

The campaigns proved to be an important milestone in the City's efforts to manage waste efficiently and effectively, jointly with its community stakeholders.

However, success of this initiative require the collective effort of all residents, hence a need for cooperation amongst and between all stakeholders. We are happy to have been joined by tourists and visitors who participated in picking of waste during some of our campaigns.

The campaigns are to be held in the City’s efforts to manage waste efficiently and effectively, jointly with its community stakeholders.

CREATE AN ENVIRONMENT FOR SOCIO-ECONOMIC DEVELOPMENT

The local Economic development of the city depends on the prevailing environment for it to flourish. The availability of land for development and responsive policies are vital for a sound and equal urban development process.

Availability of development land and responsive policies thereof are keys to ensure local economic development. In the past few years we have received complaints from our clients that the bureaucracy in the approval of development proposals hinders development.

These delays impact on economic development and the creation of the much needed jobs and may impact on the city's global competitiveness as a place to do business and attract investors. To this end Council reviewed its approaches on approval of development proposals, with the aim to ensure that such proposals are submitted to Council within a reasonable time.

The city will further look into strengthening its programmes around job creation, skills development and economic empowerment, so as to ensure that efforts of housing provision go hand in hand with job creation and economic sustenance.

Local Economic Development

The main objective of the Bokamoso Entrepreneurial Centre is to assist incubates to successfully navigate critical challenges that every entrepreneur face. The Entrepreneurial Centre provides development programme, trading infrastructure at subsidized rates, business counseling, business linkages and administrative support services. It allows potential clients access to price competitive products and services that can be bought at a clean and secure premises.
The Entrepreneurial Centre currently consists of 43 stalls which is occupied by small business entrepreneurs and offers a one stop shop of variety of products and services to the general public.

Inaugurated of Scorpion Street Play Park

The City of Windhoek among other things recognizes the importance of recreational activities which will have a positive impact on the development of the children in the community.

Adding Value to the City’s Ecological Landscape

The 11th of October each year is celebrated as the World Arbor Day. Since 2010 the commemoration of this international day has become an annual event on the City of Windhoek’s calendar.

This year’s Arbor Day took place just a few weeks after Namibia has just successfully hosted the United Nations’ COP 11 Conference that was held in Windhoek, towards the end of September 2013. The conference focused on desertification and land degradation, topics which are closely related to the importance of trees.

To mark the Arbor Day commemoration 2013, 3000 trees were planted throughout Windhoek’s urban area. The City is working towards its goal to plant more than 10,000 trees by the year 2015, of which 8500 trees have been planted thus far.

City of Windhoek in September handed over a new playground in Scorpion Street to the community of Dorado Park and surrounding neighborhoods. The launch of the Scorpion Park was good news for the residents of Dorado Park, as it complements the only park in the location which is situated in Gemini Street.

Scorpion Park: Let’s the Kids Play

The benefits are not only physical, but are also for children to grow intellectually, emotionally and socially. With more play parks in the City, children get to socialize and learn how to interact with others. It is during the early years that children develop and grow most rapidly and the foundation for their future.

Mayor Agnes Kafula (middle with a cap on) leading tree planting at the School for Visually Impaired

To that effect, the City during this year identified 301 taxi stops in and around the City. In addition safer and convenient shelters for the commuters were also enhanced, by renovating the existing bus stops shelters as well as erecting new ones.

Improve Approval Processes Major Development Proposals

The City Councillors have been inundated with public complaints on the bureaucracy involved in the approval of major development proposals. The bureaucracy that exists both in legal provisions and internal process have negative consequences on the development and investment in the City.

In order to improve the situation, the following interventions were made:

- Establishment of a designated a “Desk” at the City Hall’s One-Stop Customer Care Centre, where all clients can submit application for land. This means all applications are now received at one point.

- All proposals on major projects should be submitted to one Forum of Councillors and Departmental from where they are recommended to Council.

- All applications should be submitted by Council.

Windhoek shares its Water Management Innovation

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Windhoek shares its Water Management Innovation

Windhoek and Namibia, water is a scarce resource. Windhoek lies more or less in the center of Namibia and has no natural water resources available, other than the underground water of the Windhoek Aquifer. This aquifer has a safe yield of 1,73 Mm³ (million cubic meters) per annum whereas the current annual demand of Windhoek is 26 Mm³.

Windhoek has therefore been practicing direct potable reuse of water since the establishment of the old Goreangab Reclamation Plant in 1963. At the time, this was a technical achievement of world standard and today, Windhoek continues to be hailed as a pioneer in innovative and unconventional reuse of water resources.

Without the ingenuity of our city engineers, who pioneered this state-of-the-art facility almost fifty years ago, Windhoek would most certainly not have been able to develop in the way it has.

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Development of PPP Policy Framework

To provide policy guidance in the handling of PPP projects the City during the period under review drafted a PPP Policy. The drafted policy will be submitted to Council for approval at its January 2014 meeting. The drafted policy focuses on the critical areas of public and municipal infrastructure delivery.

Community Meetings

Community participation in the affairs of the City is a key to municipal service delivery. The City adopted a policy on public participation and established a dedicated unit to deal with issues of community involvement, through scheduled bi-annual public meetings. These platforms enable citizens to interact with their elected municipal councillors and influence the development process of the City. The last annual session of public meetings for the year were held in November 2013.

Participatory Budgeting

Every year the City prepares its annual budget for submission before Council for approval, which will be effective from 1 July until 30 June the next year. To that effect we embrace a ‘Participatory Budget’ where the residents of Windhoek are encouraged to provide inputs on the budgetary prospects. Participation in the formulation of the City’s 2013/2014 Budget was done through existing structures which the City engages regularly by way of the City Councilors, Khomas Regional Council, Namibia Chamber of Commerce and Industries, National Union of Namibian Workers and the Windhoek Residents & Ratepayers Association amongst others. Residents have been actively participating when requesting for infrastructure/ projects within their neighborhoods during meetings with City Councillors. With all the information gathered, Council prioritizes and directs to what projects will receive funding. Good financial management and the continued search for efficiency savings continued to guide council in managing its resources. We continued to strengthen debt collection methods as we strive to ensure sustainable delivery of services to our residents. Debt collection is one of the difficult functions where tough decisions on how to bridge the funding gap need to be made.

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

With the reconformation of the City’s website which will provide a portal for retrieval of account statements, coupled with different payment options incoveniences, such as receiving of bills and long queues will be a thing of the past.

As the City of Windhoek was chosen by the International Water Reuse Conference (IWA) to host the 9th International Water Reuse Conference, which took place in October 2013, the City of Windhoek was bestowed with a great honor. It was for this reason that the Goreangab Water Reclamation Plant has been the pioneer of direct potable reuse since its operation in November 1968. The plant has been the best in the world and an inspiration to many water reclamation projects. The City of Windhoek is hence the only two plants in the world that practice direct potable reuse of water. This trend is only expected to grow as Water Reclamation Projects are becoming more popular. Hence, the City of Windhoek is proud to be a part of this development.

Local Cooperation

Windhoek recognizes the critical role she has to play in nation building and socio-economic development of Namibia. Thus, the city continues to extend assistance to its local authorities in areas of critical need, through formal cooperation arrangements. During the period under review, the City of Windhoek, signed cooperation agreement with Opuwo, Otavi, Uakue, and Henties Town Councils. The agreements focus on local economic development, waste management, capacity building, town planning and information sharing.

The City has also commenced discussions with the Oshikuku Town Council, to seek a “Participatory Budget” where the residents of Windhoek will be encouraged to provide inputs on the budgetary prospects. The agreements focus on local economic development, waste management, capacity building, town planning and information sharing.

BROADEN THE REVENUE BASE

Revenue Collection

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Regional Cooperation

Windhoek Honours Dr Kenneth David Kaunda

History brings to the fore the kind of quality leaders who have made an impact on the lives of their peoples and nations, leaders that have the ability to understand the social, economic and political context of their times and act accordingly.

Dr Kenneth David Kaunda, is one such leader, and is a product of the SADC revolutionary circumstances and an icon of African Renaissance.

It is in this context that the City of Windhoek resolved to re-name Uhland Street to Dr. Kenneth David Kaunda Street. Dr Kaunda’s name stands tall in the history of Africa; his bravery remained unquestionable, as he stands sold by the ideals of human dignity and freedom for all.

The City of Windhoek’s resolve to rename the street in tribute of Dr Kaunda is a step forward towards the pursuance of the ideals of African Renaissance.

Signing of the Memorandum of Friendship with the Chongqing Peoples Municipal Government

The City of Windhoek and the Municipality of Chongqing of the People’s Republic of China signed a memorandum of understanding on friendly cooperation; with a view to further promote mutual bilateral relations between the two municipalities on the 2nd September 2013 in the capital.

The two municipalities agreed to work together in enhancing friendly exchange and cooperation in the following areas: trade and investment, water, Information Communication Technology, early childhood education, culture, urban planning and housing.

Speaking at the signing ceremony, City of Windhoek Mayor, Agnes Kafula was happy that Namibia and China continue to enjoy historic fraternal relations which dated back since the days of our liberation struggle, and still continue, through a number of bilateral relations, at various levels of the two governments.

The government declared a state of emergency after the failure of crops in May and pledged $20m for drought relief program. Although a level of government closest to the people, local authorities in Namibia has not been actively involved in food security programs, as hunger and food security is perceived as central government responsibility. The current looming drought however is not only affecting rural communities, as...
The Otjomuise Fire Station has been built in response to the ever increasing fire and emergency risks occurring in the City. The station is indeed strategically located at the centre of the extended landmass on Sam Nujoma - Dan Viljoen Road; Otjomuise Road up to Monte Christo road and the Western Bypass. This location of the station will provide a quick and easy access to many areas, thus improving emergency response time to accidents that are occurring on these roads.

The station was officially commissioned in October 2013. In August the Deputy Mayor, Cllr. Muesee Kazapua, and Chris Eita, the City’s Manager for External Relations, visited the Brazilian City Belo Horizonte where he had a chance for external relations involvement of local leaders.

The study tour to Brazil was organized and funded by the World Future Council, in close collaboration with the city of Belo Horizonte. The tour included visits to subsidized housing, restaurants, community gardens, school kitchens and food banks. In 2009, Belo Horizonte received the World Future Council’s Future Policy Award for its exemplary food security policies, which have led to a significant reduction in malnutrition and child mortality.

Belo Horizonte is renowned for its successful implementation of food security policies, for example, home gardens, community kitchens, school canteens and food banks. In 2009, Belo Horizonte received the World Future Council’s Future Policy Award for its exemplary food security policies, which have led to a significant reduction in malnutrition and child mortality.

The City further continued to offer library services at the Greenwell Matongo Library and the construction of the children section will commence early 2014. It is more aimed at improving our emergency response capability, which will be reduced from the current approximate ten minutes from the Head Quarter fire station to as low as five minute to an accident scene.

SUMMARY ON THE IMPLEMENTATION OF CAPITAL PROJECTS

Commissioning of Otjomuise Fire Station

The Otjomuise Fire Station is located on one of many efforts by the City of Windhoek to bring the services closer to the people. The station was officially commissioned in October 2013. The Otjomuise Fire Station has been built in response to the ever increasing fire and emergency risks occurring in the City. The station is indeed strategically located at the centre of the extended landmass on Sam Nujoma - Dan Viljoen Road; Otjomuise Road up to Monte Christo road and the Western Bypass.

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It is more aimed at improving our emergency response capability, which will be reduced from the current approximate ten minutes from the Head Quarter fire station to as low as five minutes to an accident scene.
Council during the period under review approved the development of the Otjomuise multi-purpose Sport Complex.

The primary objective of this facility is to introduce a wide variety of sporting disciplines and recreational options closer to the mostly low income population in Windhoek’s north-western suburbs. The facility will be built in conformity with international standards whereby serving national and international sports and other events.

Property Development

The skyline of Windhoek has witnessed dramatic changes over the last few years. For example, we have seen the rise of the Old Mutual Tower the Hilton Hotel and the Carl List Towers, the restorations done to buildings such as Sanlam, Atlas House, RPI building to name but a few. More changes also took place along Independence Avenue where Nictus used to be housed and all of these new constructions and the expansion of the Muaena Multi-shopping complex are turning Windhoek into a glamorous city. The ongoing major developments include:

The Windhoek Grove Mall Development: The development of the Grove Mall is located approximately 4.5km from the Central Business District (CBD) of Windhoek, in the Kleine Kuppe suburb is progressing well. The focus of the Mall will be on entertainment and a movie house and a number of contemporary restaurants with outside seating providing spectacular views over Windhoek in typical modern fashion under the African sky. This mixed-use development will also incorporate a hotel, medical Centre as well as a Health and fitness Centre. The developers of this 55 000m² mall have assured council that the project is well on track for completion by October 2014.

Construction of the New FNB Headquarters: In the City Centre, the construction of the FNB Headquarters is in progress. The building will form part of a larger precinct development know as Freedom Plaza. The first phase of the project was the construction of the Hilton Hotel, owned by United Africa Group and operated by Hilton Hotels Group. This development will bring a new landscape to the city center an ambiance of a modern city. This will also be the first independently certified green building in Namibia which provides a meaningful metric to measure the company’s commitment to the environment.

Youth Development: Junior Council

Youth Development: Junior Council remaining active in performing civic responsibilities and participating in leadership initiatives as part of their preparation for future Windhoek and Namibia leadership positions.

During the period under review the junior councillors implemented a number of social projects, which included the following:

• Cancer project held in conjunction with the Cancer Association of Namibia.
• Donation food items and money to the House of Acacia
• Donation of computer to the Windhoek Central Hospital Children Cancer Ward.
• Held an elders Christmas party

To gain synergy in youth development, the Junior Councillor engaged their colleagues from Erongo Region, in Arandis to discuss issues affecting the youth.

Promotion of Tourism

2013 was perhaps one of the exciting years in the tourism industry. The number of tourists that visited Windhoek either for conferences or leisure was indeed significant. This was a period in which Windhoek hosted major international events, the first of her magnitude since independence in 1990. These included the UN COP11 conference held from 16-27 September, that brought more than 3000 delegates to Windhoek, the 9th International Water Re-use Conference of 27-31 October 2013, and the big bash World Adventure Travel Summit “Welcome to Windhoek” event on 26 October 2013. The World Adventure Travel Summit was one of the major international tourism events that brought to Namibia more than 5000 participants.

Hosting of these events is testimony that Namibia and Windhoek have become the preferred venue for tourism. The hospitality of our people and our unspoiled landscapes has become tourist attraction point.
**CORPORATE SOCIAL RESPONSIBILITY**

Support to Baby Meroro

As part of the city’s corporate social responsibility, the city donated N$20,000 to the family of baby Verora Meroro, who was born with a visually impaired disability.

**AWARDS**

In May 2013, Windhoek received an international award for its plan on affordable and accessible public transport system at the World Conference of the International Federation for Transportation and Development (ITF) and Development (BMZ) through the German Development Cooperation “Deutsche Gesellschaft für Internationale Zusammenarbeit” (GIZ).

**DEVELOPMENT CHALLENGES**

**Budget Constraints**

The City on 27 June 2013 tabled a waterbend in which difficult chores had to be made. It was a process during which the economic principle of opportunity cost had to be applied and a choice of priorities was an insurmountable challenge. The total budget tabled was N$3,8 billion from N$3.2 billion budget for 2012/2013. Though a decrease, the City was again unable to present a balanced budget and had to find funding for a deficit of 314 million compared to 373 million dollars in the previous financial year.

**Persistent Drought**

Namibia is experiencing a severe drought due to poor rainfall in the past season, which resulted in the poor inflow into NamWater dams, water reservoirs and artificial recharge system of the City. There was virtually no inflow into the NamWater Dams. This is the worst drought that the City has experienced in the last three decades, that in no doubt has a negative impact on the City water supply. As a result of the current water shortages the City has since April this year introduced serious water saving campaigns through the implementation of more stringent measures for the Windhoek resident to use water sparingly.

**Shortage of serviced land and housing**

The City continues to experience an acute shortage of land needed for housing and economic development. For few years now, the City has not been able to cope with the demand for serviced land for housing development, particularly in the low-income category. The City thus witnessed illegal land grabbing particularly in the north western suburbs.

**Rapid Urbanization**

Since independence, urbanization through rural urban drift occurred at a rate faster than services that could be planned and provided for. As a result, informal settlements have proliferated on the periphery of the city, putting pressure on available resources to provide municipal services.

**CONCLUSION**

Since inception of the first democratically Council 21 years ago; we have focused much effort on transformation programs of the City, to its present state, which was a great success. We thus acknowledge the successful establishment of this Institution, notwithstanding the challenges triggered by transformation and societal needs and expectations that we have to attend to continuously.

We are now at the threshold, which demands from us to take stock and focus our efforts on the challenges we are encountering. The new council to local authority challenges ventured in the sharing of resources, change management, innovation and improved internal governmental consultation at all levels of Government. There is much to be done, and it cannot be denied that there are myriad challenges ahead.