MUNICIPALITY OF OTJIWARONGO

STRATEGIC PLAN

2024 - 2029

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i. GLOSSARY OF TERMS

CENORED	Central North Regional Electricity Distributor
CEO	Chief Executive Officer
CSR	Corporate Social Responsibility
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CCF	Cheetah Conservation Fund
DWN	Development Workshop of Namibia
EMP	Environmental Management Plan
FLTS	Flexible Land Tenure System
GIZ	German Agency for International Cooperation
ha	Hectare
HR	Human Resources
HCCS	Human Capital and Corporate Services
IEC	Information, Education and Communication
ICT	Information and Communication Technology
KPIs	Key Performance Indicators
LA	Local Authority
LED	Local Economic Development
MURD	Ministry of Urban and Rural Development
MOHSS	Ministry of Health and Social Services
MOU	Memorandum of Understanding
MOA	Memorandum of Agreement
MVA	Motor Vehicle Accidents
NHE	National Housing Enterprise
NAC	Namibia Airports Company
N-BiG	Namibia Biomass Industry Group
NCCI	Namibia Chamber of Commerce and Industry
NHAG	Namibia Housing Action Group
NHIES	Namibia Household Income and Expenditure Survey
NSA	Namibia Statistics Agency
NRSC	National Road Safety Council
NWMS	National Waste Management Strategy
NBC	National Broadcasting Corporation
OPM	Office of the Prime Minister
ORC	Otjozondjupa Regional Council
PESTLE	Political Economic Social Technological Legal Environmental
RFA	Road Fund Administration
SWOT	Strengths, Weaknesses, Opportunities, and Threats
SOAR	Strengths Opportunities Aspirations Results
SMMEs	Small, Micro and Medium Enterprises
SDFN	Shack Dwellers Federation of Namibia
TSIPE	Technical, Services, Infrastructure, Planning and Engineering
CSED	Community Services and Economic Development
OMPHC	Otjiwarongo Multipurpose Help Center
FBO	Faith Based Orgarnisations

ii. EXECUTIVE SUMMARY

The Municipality of Otjiwarongo Strategic Plan 2024–2029 is aimed at enabling the leadership and stakeholders at all levels to prioritize efforts and allocate resources, both fiscal and human, to achieve the shared vision and goals for creating a new legacy. The Strategic Plan is repositioning the Municipality of Otjiwarongo to serve residents, stakeholders and visitors with excellence, responsiveness and integrity.

The Plan is the outcome of a comprehensive review of the Municipality's previous Strategic Plan, current operations, stakeholder consultations, staff and councilor inputs. In these times of unprecedented uncertainty and technological innovation, it is vital for local authorities to act with foresight and innovation.

The strategic planning process was conducted under the theme **"Together for a Smart, Vibrant and Sustainable Otjiwarongo of Excellence."** This is based on the desire to reposition Otjiwarongo as a leading, vibrant center of smart service excellence. As a responsive agent for development, the municipality would focus on facilitating an enabling environment for people to unlock their creative and entrepreneurial gifts, capacities, and resources, thus fostering the development of the town and creating more business and investment opportunities.

In order to ensure that the Strategic Plan is executed in a consistent way and to ensure continued monitoring and reporting, the Strategic Plan is supported by a Balanced Scorecard that articulates the baseline, targets and accountable offices. The Plan captures the long-term vision for the town, the medium-term vision statement, the mission and the core values.

It also identifies strategic priorities and goals for the next five years that will focus on:

- Spatial Planning and Infrastructure Development
- Sustainable Environment and Public Safety
- Socio-economic Advancement
- Business Innovation and Sustainable Finances
- Operational Efficiency

The Strategic Plan will be aligned with the annual budget cycles and the quarterly and annual strategic review processes. The annual reviews will be strengthened by stakeholder input and feedback, ensuring strategic budgeting.

The aim is to inculcate a culture of accountability within a capacity-development focused environment, responsive customer service and a work environment that is conducive to excellence in service delivery.

"Together for a Smart, Vibrant, and Sustainable Otjiwarongo of Excellence."

iii. FOREWORD BY THE MAYOR

We live in a time of unprecedented urbanisation, and Otiwarongo, as a strategic economic and service hub, is bound to attract more and more people. These people will need access to land, housing opportunities and other essential services. This is also a challenging time in the context of the global outbreak of COVID-19 in 2020, which continues to have an impact on Namibia and on our municipality. It is an honour to serve at the helm of the political leadership in this great town at a time like this.

We live in a time of unprecedented urbanisation, and Otiwarongo, as a strategic economic and service hub, is bound to attract more and more people. These people will need access to land, housing opportunities and other essential services.

This is also a challenging time in the context of the global outbreak of COVID-19 in 2020, which continues to have an impact on Namibia and on our municipality. It is an honour to serve at the helm of the political leadership in this great town at a time like this.

We need to share a collective desire as political and professional leaders, as well as community and business leaders, for our town to develop and serve our community in a responsive way. I am grateful for the support and dedication shown by my fellow councillors, staff members and management cadre for the proactive groundwork in the strategic planning process.

His Worship the Mayor

Cllr. Gottlieb Kandiwapa Shivute

iv. REMARKS BY THE OFFICE OF THE CEO

Dear *Residents, Stakeholders, Visitors and Friends of Otjiwarongo,*

It is with great pleasure and a sense of purpose that I present to you the Council's 5-Year Strategic Plan, spanning the period 2023-2028. The visionary roadmap that reflects our commitment to the sustained development and prosperity of our beloved town.

As an organisation entrusted with the responsibility of nurturing the growth of Municipality of Otjiwarongo, we have persistently dedicated ourselves to the provision of essential services and the promotion of our town as a thriving trade and tourism place.

The journey we embarked upon in recent years has been one of transformation, repositioning the Municipality as a leader in the local government sector in Namibia within the SADC Region and globally.

This strategic repositioning is founded on the belief that as a Local Authority Council, wemust effectively fulfil our mission to deliver services that are not only accessible but also responsive to the evolving needs of our growing community of Otjiwarongo.

To propel this vision forward, the Council in collaboration with our valued stakeholders Strategic Plan 2024-2029 under the resonant theme: **"Together for a Smart,Vibrant,and Sustainable Otjiwarongo of Excellence".**

The overarching objective of this strategic theme is to serve as a guiding tool which is geared to position Municipality of Otjiwarongo as a leading, vibrant centre of smart service excellence.

As responsive agents for development, we are unwaveringly committed to fostering an enabling environment that empowers our residents, youth, and businesses to unlock their creative and entrepreneurial potential. In doing so, we aim not only to uplift the town but also to create a plethora of business and investment opportunities to ensure a prosperous future for all.

This Strategic Plan is not merely a document it is a commitment to a shared vision. It reflects our collective aspirations for a smarter, more vibrant, and sustainable Otjiwarongo, a town that stands as a beacon of excellence.

As we embark on this transformative journey, we invite each and every one of you to join hands with us, as your support is integral to the realization of our common goals. Together, let us shape the future of Otjiwarongo and build a legacy of excellence that will endure for the generation to come.

"We are unwaveringly committed to fostering an enabling environment that empowers our residents, youth, and businesses to unlock their creative and entrepreneurial potential."

Acting CEO

Erikson Mwanyekange

01

OTJIWARONGO IN THE NATIONAL CONTEXT

1. OTJIWARONGO IN THE NATIONAL CONTEXT

Based on the 2011 National Census, as depicted in figure 1 out of 57 towns in the country, Otjiwarongo was ranked the seventh (7th) populated town in Namibia after Katima Mulilo, Rehoboth, Oshakati, Swakopmund, Walvis Bay, Rundu and Windhoek. The town's population, estimated at 40,000, accounts for 2% of the national population of 2.28 million (NHIES, 2016).

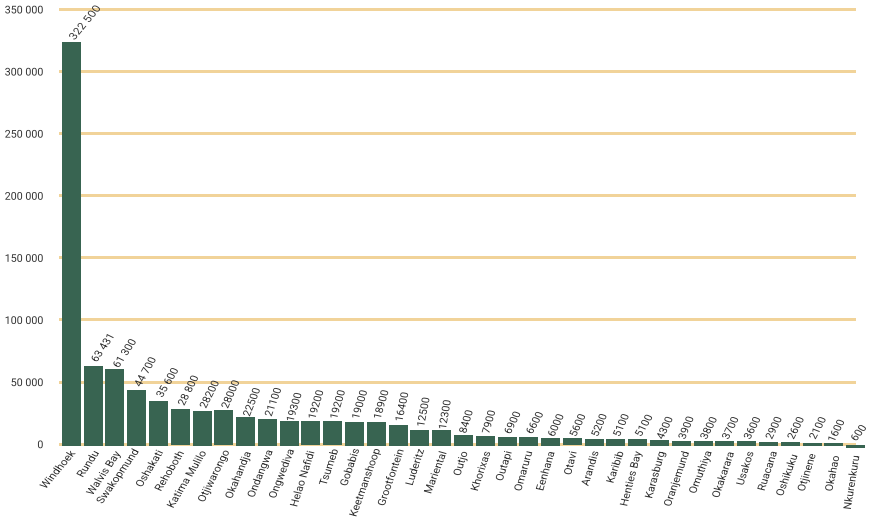


Figure 1: NHIES, 2016 the town's population

The Namibia Statistics Agency (NSA) statistics suggest that the average population per household is the median of 3.9 persons, compared to the regional household population of 4.2 persons per household and 3.8 persons nationally, as depicted in figure 2.

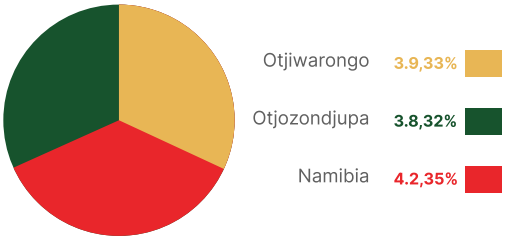


Figure 2: Average population per household

1.1 About Otjiwarongo

Otjiwarongo, often affectionately referred to as "OTT", is the capital of the Otjozondjupa Region. Legend has it that the name Otjiwarongo, derived from the Otjiherero language, signifies "the beautiful place".

Official figures from the Namibia Population and Housing Census of 2011 report a population of approximately 28,249 residents in the town.

However, given the current trends in urbanization and the proliferation of informal settlements, this number could easily see a substantial increase, solidifying Otjiwarongo's status as one of Namibia's rapidly expanding urban centers.

Functioning as a pivotal hub for national logistics mobility, Otjiwarongo serves as a vital internal link to various economic zones and administrative centers across the country. Situated approximately 250 km from Namibia's capital city, Windhoek, 410 km from the Port of Walvis Bay, 465 km from the Northern Commercial Hub, Oshakati, and around 1000 km from the Zambezi Tourism Zone, Otjiwarongo plays a central role in the nation's connectivity.

The town's boundary spans about 13,500 hectares of townland, with residential and business occupancy covering approximately 3,800 hectares, constituting a 28.15% urban habitation coverage. The Namibia Population and Housing Census of 2011 reported a population of 28,249, and the town's annual growth rate fluctuated between 3.6% in 2011 and 5% in 2016.

This growth trajectory translates to an average of 1,290 individuals migrating to Otjiwarongo annually between 2011 and 2020. Extrapolating from these figures,

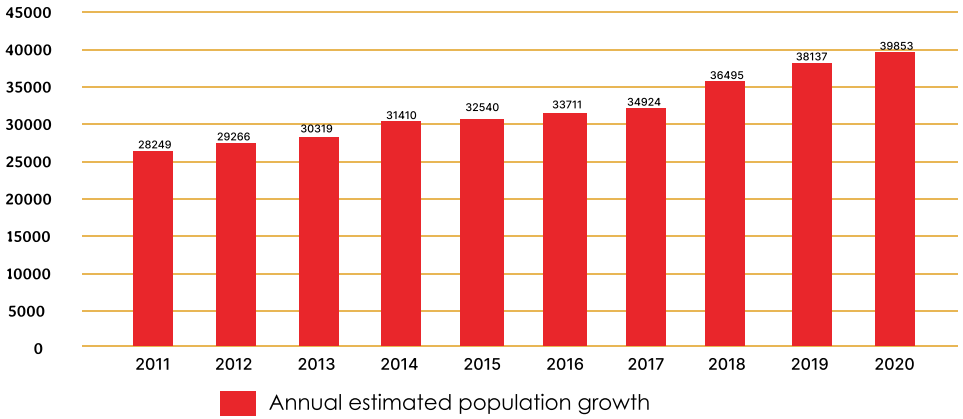


Figure 3: Estimated Namibian population growth per year

Source: Census 2011, Municipality of Otjiwarongo Economic Development Division

A recent socio-economic survey for the informal settlement (2020-2021), conducted by the Department of Community Services and Economic Development indicated that a total population of 22,500 residents of the town lives in about 4,702 households in the informal settlement of DRC, Ombili, and Tsaraxa-aibes.

Otjiwarongo boasts a neat and peaceful environment with good quality of life indicators, as depicted in the graph. Ninety-nine-point-five percent (99.5%) of the urban households in Otjiwarongo have access to safe and clean water, as compared to 91.2% regionally and 97.8% of the national population. The households with access to flushing toilets remain the lowest at 56.3%, compared to 60.2% regionally and 60.9% nationally.

The town's population ranks second, at 54%, in the number of households with access to electricity as compared to regional household coverage, which stood at 45%, and national coverage, which was the highest at 60%. While the town's population remained high at 76.5% of households having access to electricity for lighting, as compared to the regional household coverage of 67.7%, the national population hovered around 71.1%. as depicted in the figure 4 on the next page.

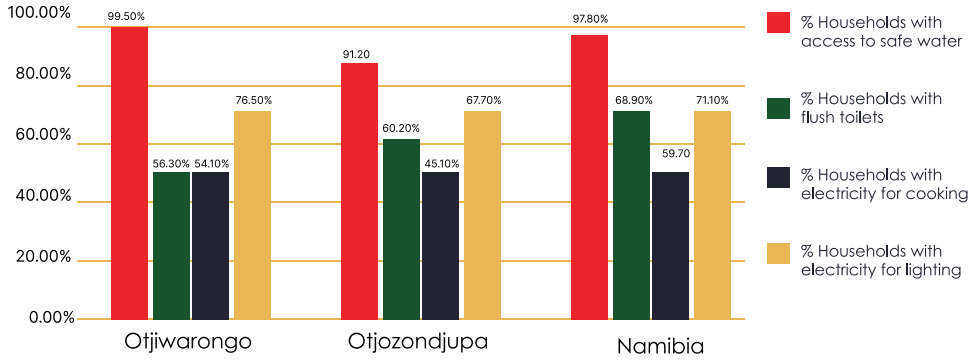


Figure 4: Depicts Namibian households with access to water, flush toilets, and electricity for cooking and lighting.

Source: NHIES 2016 - Namibia Statistics Agency

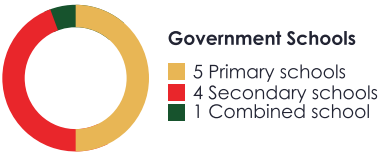


Figure 5: Government Schools Composition in Municipality of Otjiwarongo

Figure 6: Private Schools composition in Municipality of Otjiwarongo

Otjiwarongo has a total of thirteen (13) schools, consisting of ten (10) government schools (five (5) primary, four (4) secondary, and one (1) combined school) and three (3) privately operated schools (one primary and two (2) combined schools). The town lacks sufficient vocational education facilities, with only Community Skills Development Centres (COSDEC) providing vocational education up to Level 2. Monitronic Success College offers academic courses in hospitality and business management.

The coverage of the population percentage of literacy rate within the age range of 15 years and older remains the second highest at 91% when compared with the regional coverage, which is about 83%, and the national literacy rate is the highest at 95.7%. The trend remains similar, yet the percentage of the children's population attending early childhood development is very low. See Figure 7 on the next page.

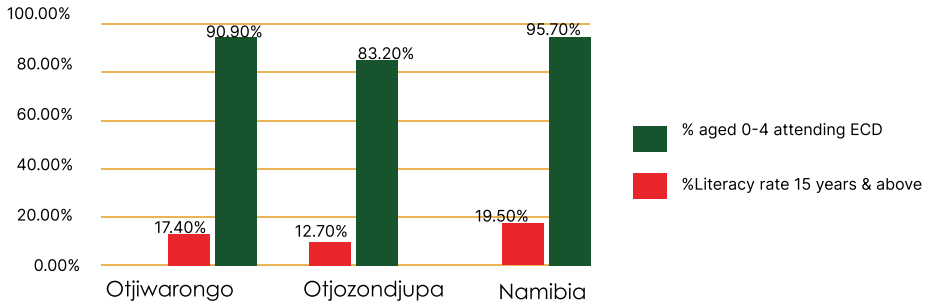


Figure 7: Literacy rate of Otjiwarongo, Otjozondjupa and Namibia

The town has a well-developed road network. Internal town roads comprise a total network of 246 km of roads, of which 98 km (35%) are surfaced and 148 km remain gravel roads. Regionally and nationally, the town is well situated at the junction of the national B1 that passes north-south through all of Namibia, the C38 through Outjo to the rest of the Kunene Region, and the C33 to Omaruru and the rest of the Erongo Region. The town is also connected to the national railway network and has an airstrip and good topography that has the potential to be further developed to international standards.

Otjiwarongo has been the place of the /Gaiodaman clan, as history reflects that they lived there as early as 1390.

At that time, it also went by the name #Khanubes. The building of the narrow gauge railway from Swakopmund through Otjwarongo to the Otavi Copper Mine around that time was one of the factors that contributed to Otjwarongo becoming a prosperous agricultural centre.

Otjiwarongo is strategically located in the centre of Namibia, hence is a gateway to the north, west, south and east of the country. It lies 250 kilometers north of the capital city Windhoek, 380 kilometers east of the harbor town Walvis Bay and 600 kilometers south of Oshikango on the border with Angola. It is situated on the main road to the legendary Etosha Park, while it is also in close proximity to other popular sceneries such as the Waterberg Plateau Park and the Cheetah Conservation Fund (CCF). The town boasts the highest population of cheetahs in the world hence its flagship slogan "Cheetah Capital of the World."

Otjiwarongo is the regional capital of the vast Otjozondjupa Region, hence it serves as a major business and shopping hub for a number of smaller towns and surrounding commercial farming community.

The town has some of the most outstanding facilities and services, including supermarkets, a shopping mall, banks, lodges, and hotels. It also needs to be noted that some of Namibia's best-known private game farms and nature reserves, Otjiwarongo has the highest population of Cheetahs in the world.

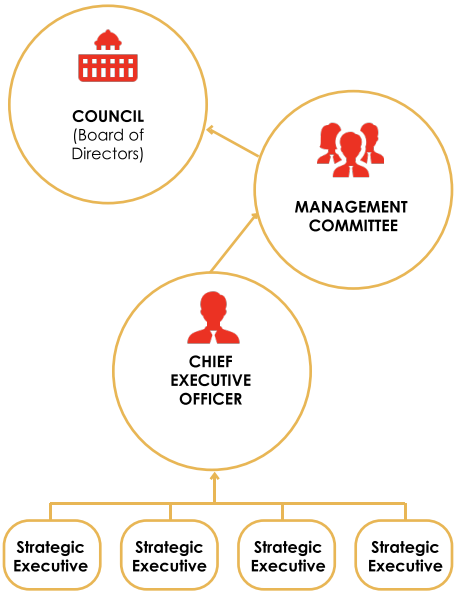
In terms of mining, the B2Gold Mine, an open pit mine, was established in 2014 about 70km towards Otjiwaro ngoand 40km towards Otavi. The Okorusu Fluorspar Mine, which is about 40km from the town, has remained under care and maintenance since 2015.

02

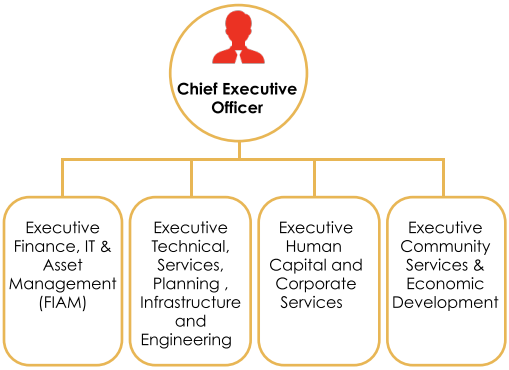
MUNICIPALITY OF OTJIWARONGO GOVERNANCE STRUCTURE

2. MUNICIPALITY OF OTJIWARONGO GOVERNANCE STRUCTURE

Council comprises seven (7) elected members who assume the role of governance oversight. It consists of the Chairperson of Council, the Deputy Mayor, the Chairperson of the Management Committee, and two members of the Management Committee, including two other ordinary Council Members. The Council makes policy decisions and meets once a month to review the Council's activities and make new decisions as submitted and recommended by the Chief Executive Officer and Senior Management to the Management Committee.



SENIOR MANAGEMENT



As a local government institution, the organisational structure of the Municipality of Otjiwarongo and most business processes are regulated by internal policies, existing legislation and government regulations. The council employs about 130 staff members to date, and the management is comprised of the Chief Executive Officer, who is the head of the institution, along with four Senior Managers (Strategic Executives) to ensure that strategic objectives of the organisation are implemented.

03
ORGANISATIONAL ASSESSMENT

3. ORGANISATIONAL ASSESSMENT

Over the last few years, the Municipality of Otjiwarongo has made notable strides to reposition itself as a trendsetting local authority, taking a leading role to contribute to the local government sector in Namibia and internationally. The repositioning is based on the assertion that as a local authority, the Municipality of Otjiwarongo is expected to effectively attain its mandatory mission of delivering services that are accessible and responsive to the needs of the growing community of Otjiwarongo.

Hence, the point of departure of the Otjiwarongo Strategic Plan 2023 to 2028 is that as a municipality, Otjiwarongo is poised to be a leader in the local government fraternity in terms of service excellence and innovation. In reviewing its previous Strategic Plan 2015 -2020, there were notable achievements but also some lessons learned, especially with regards to regular and ongoing strategic reviews and institutionalising structured reporting on the implementation of the Strategic Plan.

Some achievements that demonstrate Otjiwarongo at its best are:

- Won the town of the year in 2017 and 2023.
- Upgrading of the Informal Settlement: initiatives by Local Authority to encourage smart partnerships and participatory development.
- Genderlinks Most Resourceful Urban Local Authority 2018.
- ALAN Service Delivery & Good Governance Award 2016.
- Namibia Innovation Championship Award – ALAN-CoM SSA Climate Finance Training 2023.

Core Life-Giving Factors:

- Strategic location connecting major routes;
- Strong and vibrant business community;
- Collaboration between the private sector and local authority;
- Culture of community consultation and participatory approaches.

Change Agenda:

In order for us to work relentlessly towards being smart, vibrant, and sustainable, there is a need to:

- Embrace professionalism and the principles of good corporate governance;
- **Walk the talk** and improve our capacity to respond to change;
- Inclusivity in decision-making;
- Properly align our skills and improve management systems and organizational structure to the strategic priorities;
- Accept and respond to internal and external feedback;
- Enable political and administrative interfaces;
- Simplified standard operating procedures and business process reviews to reduce red tape and improve responsive customer service;
- Improved working environment through teamwork and interdepartmental collaboration;
- Enhance public involvement in council affairs and community participation (e.g., budgeting processes);
- Implement performance and accountability management system;
- Accelerate land delivery for housing and commercial development purposes;
- Diversify the revenue base of the Council to bring more stability to our finance;
- Ensure the speedy implementation of Council resolutions;
- Ensure update and regular maintenance of infrastructure.

04
SOAR FRAMEWORK

4. SOAR FRAMEWORK

The SOAR Framework considers – **Strengths, Opportunities, Aspirations** and **Results** that Municipality of Otjiwarongo is considering to reposition itself and take the lead in service delivery and development.

STRENGTHS:

- Skilled personnel through improved recruitment strategies and staff development;
- Good infrastructure maintenance;
- Availability of equipment and machinery;
- Political stability, especially the good working relationship between the council and administrative staff;
- Adequate virgin land;
- Strong social Investment culture;
- Adequate hospitality facilities;
- Capital of Otjozondjupa Region.

OPPORTUNITIES:

- A strategic location on major transport routes and corridors provides opportunities for developing Otjiwarongo as a logistics hub;
- Close proximity to industries (mining) B2Gold and Cheetah Cement provides opportunities for investing in housing development for staff working for those companies;
- There is growing potential and opportunity for urban agriculture;
- The farming community around town creates potential for naturally produced products and farmers markets;
- Opportunities for developing a sports hub;
- Natural resources offer opportunities for biomass investment.

ASPIRATIONS:

- Enhancing excellence in service delivery and exceeding customer expectations;
- Improving infrastructure development and maintenance;
- Improving the capacity of the town as the preferred destination for sports hosting and tourism development, especially corporate tourism and conferencing;
- Developing Otjiwarongo as A smart city through strategic investment in Information Technology (IT) and innovation;
- Promoting Otjiwarongo as a logistics and economic hub;
- Marketing Otjiwarongo as a safe place to live, work, play, and grow.

RESULTS:

- Job creation;
- Safe, sound, and happy community;
- Self-sustainable;
- "Otjimun" as a trusted brand
- Clean and environmentally friendly town;
- The best organization to work for;
- Growth and innovative culture;
- Enhanced prosperity;
- Increased revenue collection base;
- Improved Service Delivery.

05
OPERATIONAL CONTEXT

5. OPERATIONAL CONTEXT

5.1 Stakeholders Analysis

STAKEHOLDER	ROLE	CURRENT STATUS	IDEAL STATUS	CHANGE AGENDA
Council	Political leadership and governance Responsible for policy decisions. Serves as a link between the institution and electorates.	A team of councilors representing different political bases. Good working relationships among each other and with administrative staff.	Trust—we work together—and political buy-in	Training – on operation procedures and processes. Team building activities.
Staff Members	Executors of Strategic Plan.	Committed knowledgeable team.	Performance based organization with adequate staff complement.	Culture and change management
Central Government	National policy and statutory compliance oversight, capital development contribution	Mismatch expectations from both sides (we need to deliver on our mandate, and we expect central government to subsidize capital projects, especially the servicing of land).	The central government provides adequate resources, and local authorities fulfill their mandate. Streamline the process of obtaining statutory approvals.	Communicate expectations more clearly.
Business Community/ Public	Serves an integral part in the local economy. They also contribute immensely towards the sustainability of Council's revenue.	Previously, there was no trust, but improving working relationships, We need to communicate expectations on service delivery and clarify the cost of services. They feel we are not delivering. Expensive services. dissatisfied public	Trust We need their buy-in and support	Regular feedback & information sharing through meetings
CENORED	Cenored is responsible for electricity distribution and infrastructure maintenance.	CENORED one of the expensive supplier in the country, There was no payment of dividends. Electricity is not affordable.	Make electricity affordable.	Improve current status, engaging CENORED for incentives packages.
Academic Institutions	Research, Training and Capacity Building.	No working relationship. very limited presence in town.	To get into agreement. establish campuses in Otjiwarongo.	More engagements and possible agreements. Identify land for academic institutions

STAKEHOLDER	ROLE	CURRENT STATUS	IDEAL STATUS	CHANGE AGENDA
NamWater	Sustainable bulk water supply, at the right quality, quantity and cost	Relationship good, hardness of water increasing maintenance cost of meeting demand of the town.	Continue support. Sustainable and reliable long-term water bulk water plan. improve infrastructure to meet future demands	Improve current status and more engagements in the development of a long-term water supply plan for Otjiwarongo. synergise town current and future growth with Namwaters future plans.
Rate Payers (Residents)	To pay municipal services rendered.	Relationship fair Loss of trust. Inaccessibility to information. Limited inclusivity in planning. mistrust lack of information	Inclusive community participation and loyalty. Community buy-in council activities	Community awareness and civic education escalate future community engagements
NHE	To provide affordable housing development on behalf of the government.	Relationship good	Explore other housing developments available from NHE.	Improve the current status. Consolidate partnership in affordable social housing delivery
NHAG	To provide technical support to the Council and to the Shack Dwellers Federation to ensure low-income housing development.	Good working relationship. Formal agreement is in place.	Enforce agreement in place.	To lobby more technical and financial support towards land and housing development.
SDFN	Facilitate the provision of social housing through saving schemes.	Good working relationship. Formal agreement is in place.	Enforce agreement in place.	To create more saving schemes and expand on wide-spread CLIP.
DWN	Facilitate the provision of affordable land for housing development, sanitation, and solid waste management.	Good working relationship. Formal agreement is in place.	Sustain the existing agreement.	Strengthen the existing relationship and broaden the scope of the partnership.
NCCI	Share expertise on business community engagements. serves as representative body for bussiness community	Memorandum of Understanding in place. local branch inactive	To revive the Otjiwarongo branch.	To re-negotiate the current MOU. active and vibrant NCCI branch in Otjiwarongo

STAKEHOLDER	ROLE	CURRENT STATUS	IDEAL STATUS	CHANGE AGENDA
NAC	Development and maintenance of aerodrome.	No formal working relationship	Establish partnership.	Initiate engagement.
RFA	Administer funds for the maintenance of roads and support traffic and law enforcement.	Good working relationship. Formal service level agreement is in place. Formal MOA	Enhance and maintain good working relationship.	Improve working relationship.
NBC	To inform, educate, entertain through information dissemination.	Working relationship in place.	Explore other areas of cooperation.	Improve coverage of Council activities.
Telecom companies	To develop and provide ICT related infrastructures.	No formal partnerships with majority of companies.	Develop agreements and explore other areas of cooperation.	Escalate current engagements and enter into formal agreements with them.
GIZ	To provide technical and financial support towards infrastructure development.	There are ongoing engagements but no formal partnership agreements.	Develop agreements and explore other areas of cooperation.	Escalate and speed up current engagements. Enter into formal agreement
N-BiG	National umbrella organistion for sustainable use of bio-mass.	Actively involved in the Biomass Industrial Park Project (BIP).	To maintain relations and explore other avenues of possible cooperation.	All departments to be actively involved in the engagements. Expedite the establishment of the BIP.
NRSC	Ensuring and co-ordinating actors in road safety.	Although Council serves on the National Road Safety, currently there is no partnership arrangement with NRSC.	To get into agreement and operationalise such an agreement.	Enhance engagement and strengthen working relationship.
MVA	It is mandated to design, promote, and implement crash and injury prevention measures and provide benefits to all people using the roads.	No working relationship.	To have MOA in place for a symbiotic relationship.	Initiate consultations.
Twinning / Cooperation Partners	To exchange and share expertise.	Lack of commitments. Slow implementation of the agreements due to lack of resources	Commitment needed from both sides. allocation of resources to implement identify activities.	Enhance engagement and strengthen working relationship.

5.2 PESTLE ANALYSIS

Aspect	Factors that could affect our strategy	How will we reposition ourselves
Political	Nationally, the political landscape has changed following the 2020 elections in most local authorities, although not so much in Otjiwarongo itself. Despite some changes to the composition of the council, there is a good working relationship among councilors representing different political bases.	• Embrace change and diversity, and focus on the principles of good governance and a shared vision for the town of Otjiwarongo. • Equip staff and councilors to understand statutory processes, roles, and procedures. • Organise internal induction and training for incoming councilors. • Regular team building, strategy reports, joint balanced scorecard development, and monitoring of strategic plans
Economic	Namibia has been going through a persistent economic recession, which has been worsened by the drought and the impact of the COVID-19 pandemic. This includes the ministerial directive to make water accessible to all residents, especially those who cannot pay. Unfortunately, this has also affected payments by those who are able to pay. Tourism and hospitality are two of the sectors that have been hardest hit due to lockdowns, restrictions on sit-down meals for restaurants, limitations on meeting sizes affecting conferencing and banqueting services, etc.	• There will be a need to diversify the local economy. • Sensitize and support local businesses to access COVID-19 business stimulus incentives. • Encourage the community to engage in urban agriculture (self-sustainability).
Social	The COVID-19 pandemic has put additional pressure on the social sector, including health facilities. The loss of jobs increases poverty and other social challenges for the community, including the mental well-being and resilience of families.	• Sensitize the community through IEC material. • Lobby for more funds for Otjiwarongo Multipurpose Healthcare Center (OMPHC). • Encourage and facilitate community policing. • Create a platform for the faith based organisations (FBO's) engagement.
Technological	The restrictions on meeting sizes and the need for social distancing necessitate work from home or rotational work from home for staff and raise the need for online meetings and other Smart City initiatives. This also has implications for interactions with clients. Technological advancement such as Artificial Intelligence automation of services.	• Training and refresher courses, and sensitizing the staff on the need for technological innovations, including for business processes. • Update the council portals and social media platforms. • Explore the potential of citywide free Wi-Fi. • Explore paperless operations, including agendas, reports, and other platforms.

Aspect	Factors that could affect our strategy	How will we reposition ourselves
Legal & Policy	Annual salary adjustments in the context of reduced revenue due to COVID-19 The need to review and update recruitment and selection policies We need to explore flexible land tenure systems in the context of increased migration into Otjiwarongo. The Regional and Urban Planning Act provides opportunities for fast-tracking planning and land delivery by becoming an authorized planning authority.	• Increase the council revenue base to ensure staff retention and council capacity to improve conditions of service for staff. • Be transparent with staff and the trade union on the financial position and implications for salary adjustments. • Industrial action readiness plan • Train staff members and the community on FLTS.
Environmental & Health	The implementation of Environment Management Plans (EMPs) & NWMS	• Training to implement the EMPs. • Sensitization on the EMP & NWMS. • Train & support community to engage in recycling activities = improved livelihood • Provision of sanitation e.g., Informal settlement.

06

IMAGINE OTJIWARONGO 2030

6. IMAGINE OTJIWARONGO 2030

The Otjiwarongo of 2030 is based on the participation of all its inhabitants, ensuring that all groups poor as well as rich, women and men, young and old are able to take an equal part in the growth and development of the town. The vision and the Plan are developed and implemented in partnership with the citizens as well as public and private partners.

It is a city of safety and security, where everyone can live without fear of any kind of violence or abuse. The Otjiwango of 2030 is one in which people are able to move freely and efficiently, for work, education, shopping and leisure. We would have invested in sustainable infrastructure initiatives.

The Otjiwarongo of 2030 will gear its economic development to the needs and technologies of the future, favoring a climate of enterprise for businesses of all sizes and offering decent jobs.

The Otjiwarongo of 2030 promotes the well-being of its citizens, reducing inequality, and fosters social cohesion. The Otjiwarongo political leadership, staff, and administration at all levels will have a strong public service ethos and a commitment to quality, effective governance, transparency and accountability.

07
VISION, MISSION, AND CORE VALUES

7. VISION, MISSION, AND CORE VALUES

VISION

"To evolve into a world-class smart city and vibrant economic hub of service excellence and shared prosperity."

MISSION

"To efficiently and responsively serve the Otjiwarongo community towards growth and development."

CORE VALUES

Passion	Our enthusiastic team serves our internal and external clients with a compelling sense of love and pride.
Integrity	High level of honesty and strong moral principles, and we are accountable for our conduct at all times.
Excellence	Exceptional speed of action with high-quality standards to deliver the best results for our customers.
Innovation	Exceptional thinking in applying the state of technology and easy solutions to provide efficiencies.
Transparency	Commit to be open, fair, and ethical in our conduct at all times.

08

STRATEGIC GOALS AND OBJECTIVES

8. STRATEGIC GOALS AND OBJECTIVES

The goals included in this Plan are intended to support the elements of the aspirational priorities that were identified by the Council (with community and stakeholder input). The goals also address key functions of the Municipality of Otjiwarongo in terms of its statutory mandate, with the purpose of sustaining a viable local authority and ensuring a better quality of life for all residents.

The strategic priorities are aimed at enabling staff and management to direct financial and human resources towards the implementation and measurement of the goals.

Provide innovative leadership in the management of the town's assets to help plan, fund, and maintain municipal assets in a sustainable way.

Collaborate with local and national authorities and stakeholders to enhance infrastructure planning and delivery in Otjiwarongo.

Enhance and support new ways to accelerate land delivery, informal settlement upgrading, and affordable housing opportunities.

Find new ways of improving non-motorized transportation network.

Oversee water systems for safe, dependable delivery of drinking water to residents.

The Council is committed to creating, expanding, and maintaining a highly effective, sustainable, and coordinated infrastructure development.

8.1 Spatial Planning and Infrastructure Development

Ensure that sustainability principles are a part of the Otjiwarongo municipality council and management decision-making processes.

Encourage innovative approaches to address environmental challenges in and around town.

Work with other stakeholders and partners to educate the public and help make changes to improve and protect our natural heritage features.

Work with partners and stakeholders to create a safe, inclusive, and accessible town.

Ensure adequate funding for appropriate levels of staffing for law enforcement personnel.

Continue to update emergency operation plans and ensure appropriate staff training and engagement for implementation.

Support and facilitate community emergency preparedness and access to services, programs, & facilities in Otjiwarongo.

The Municipality of Otjiwarongo prioritizes environmental stewardship and community collaboration for safe and harmonious neighborhoods.

8.2 Sustainable Environment and Public Safety

Promote economic growth by attracting businesses, supporting existing enterprises, and generating diverse job opportunities.

Identify and capitalize on local economic strengths through collaborative efforts, establishing strategic enterprise zones.

Improve ties between landowners, businesses, developers, and brokers through regular roundtable talks for business and investment growth.

Tailor recreational opportunities to meet the evolving needs of our diverse population.

Encourage community involvement in the maintenance of parks, natural spaces, and environmental areas.

Facilitate community access to health, wellness, and personal development services.

Preserve and promote heritage and tourism sites in and around Otjiwarongo.

Strengthen arts and culture through robust partnerships, collaboration, and promotion.

The Municipality of Otjiwarongo aims to support and promote a strong, dynamic, resilient, and innovative local economy and promote community well-being.

8.3 Socio-economic Advancement

Uphold prudent financial policies overseeing debt and set guidelines for reserves.

Allocate discretionary funds in alignment with the 2024–2029 strategic plan goals and priorities.

Pursue grant funding from local, regional, and central government for crucial projects, programs, and initiatives.

The Municipality of Otjiwarongo aims to maintain adequate reserves and work with a balanced budget.

17 PARTNERSHIPS FOR THE GOALS

8.4 Business Innovation and Sustainable Finances

Explore revenue-generating and cost-saving potentials via alternative energy sources such as biomass and solar, among others.

Ensure that equipment and innovative technology solutions are in place for employees to achieve high-quality public service.

Provide transparency in all activities related to municipal finances and ensure that financial records are accurate, reliable, and timely.

Promote a customer-focused culture that values accessible, consistent, and predictable delivery of services.

Consistently collect meaningful customer feedback.

Enhance external and internal coordination and communication (including the website, social media, municipal application.

Provide a wide range of ways that people can become involved in municipal decision making.

Encourage a culture innovation and engagement that allows all staff to contribute to the ongoing improvement of municipal services and programs.

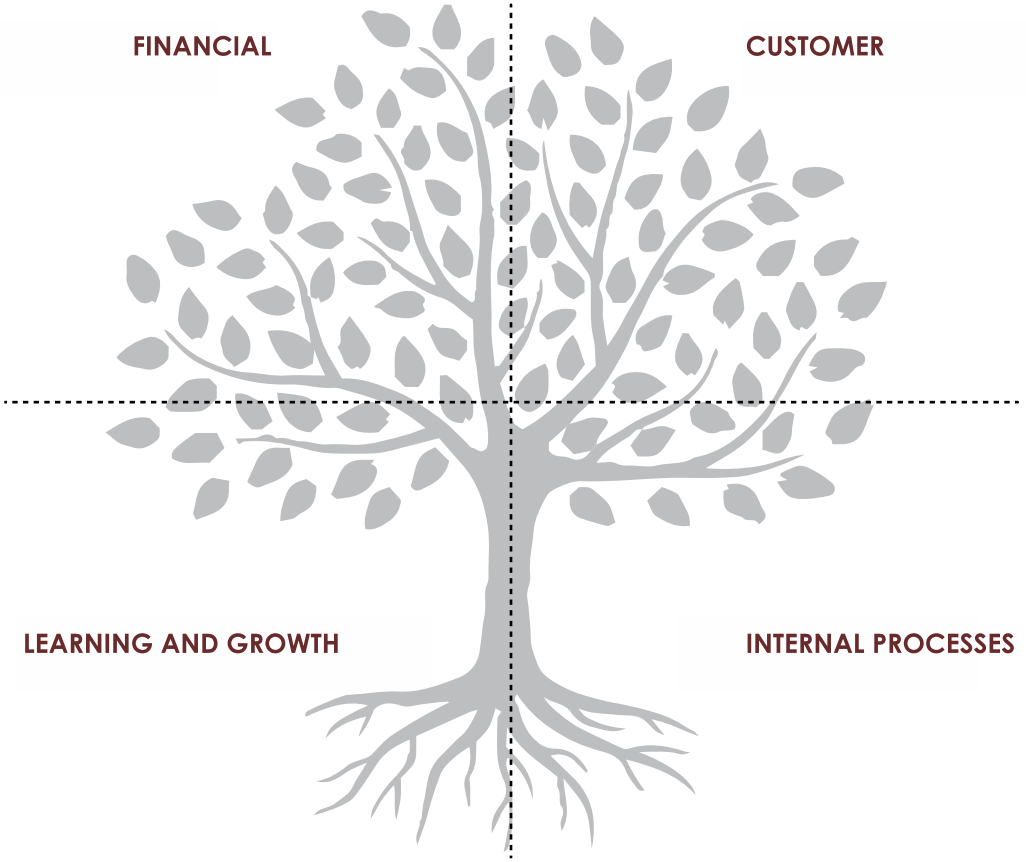
The Council is committed to providing open, transparent, accountable, and innovative leadership in local governance, operational efficiency

8.5 Operational Efficiency and Governance

8.6 Balanced Scorecard

The Municipality of Otjiwarongo Balanced Scorecard prioritizes Spatial Planning, Infrastructure Development, Sustainable Environment, Public Safety, Socio-economic Advancement, Business Innovation, and Sustainable Finances to enhance overall Town performance. This strategic framework underscores the town's commitment to a balanced and sustainable development trajectory for the benefit of residents and stakeholders.

The Balanced Scorecard Perspective's



The Balanced Scorecard's Flow

VALUES	Passion	Excellence	Intergrity	Innovation	Transparency
FOCUS AREAS	Spatial Planning and Infrastructure Development	Sustainable Environment and Public Safety	Socio-economic Advancement	Business Innovation & Sustainable Finances	Operational Efficiency
STRATEGIC RESULTS	plan, upgrade and maintain appropriate land uses with accessible quality infrastructure and facilities	develop and implement a comprehensive inclusive environmental and public safety program	create an enabling environment for a viable, renewable socio-economic engine	efficient and accountable use and investment of public resources	standard of excellence, technology solutions, self-service options and collaboration

Customer (Constituent) Perspective	Objectives	Initiatives	KPI's	Baseline	Targets					All Departments	Budget Estimate	Y 1	Y 2	Y 3	Y 4	Y 5
					24/25	25/26	26/27	27/28	28/29							
	C1. Accelerated Provision of Land and Housing Development	CI1.1. Flexible Land Tenure systems & Conventional land delivery	CPI1.1.1. #of serviced extensions: informal & formal	45 Total(21 serviced and 24 unservic ed)	1	1	1	1	1	TSIPE & CSED	250 mil	50 mil	50 mil	50 mil	50 mil	50 mil
			CPI1.1.2. #of land hold titles issued	New	100	100	100	100	100	TSIPE & CSED						
		CI1.2. Informal Settlement Upgrading	CPI1.2.1. # informal settlements upgraded	Eie Risiko (5 578),	1	0	1	0	1	TSIPE & CSED	5.5 mil	1,1 mil	1,1 mil	1,1 mil	1,1 mil	1,1 mil
				Tsaraxa-Aibes (DRC) DRC Proper 1,2,3&4 (4110 ervens)						TSIPE & CSED	84 mil	16,8 mil	16,8 mil	16,8 mil	16,8 mil	16,8 mil

Objective (S)	Initiatives	KPIS	Baseline	Targets					All Departments	Budget Estimate	Y 1	Y 2	Y 3	Y 4	Y 5
				24/25	25/26	26/27	27/28	28/29							
	CI1.3. Public and Private Sector Partnerships for Housing Delivery	CPI1.3.1. # of houses delivered through Joint ventures	1000	60	60	60	60	60	TSIPE & CSED	100 mil	20 mil	20 mil	20 mil	20 mil	20 mil
	CI1.4. Provision of social housing	CPI1.4.1. No. of houses built through SDFN	59 houses under SDFN	6	50	50	0	50	TSIPE & CSED	7 mil	1,4 mil	1,4 mil	1,4 mil	1,4 mil	1,4 mil
		CPI1.4.2. No. of houses built - Build Together programmes	480 for BTP completed	41	0	40	0	40	TSIPE & CSED	9.6 mil	1,92 mil	1.92 mil	1.92 mil	1.92 mil	1.92 mil
	C2. Provision of Clean Hygienic and Safe Environment	CI2.1. Environmental and Integrated Solid Waste Management Plan	General Health Regulation and the National Solid Waste Management Strategy currently used	1	0	0	0	R	TSIPE & CSED	100,000	20,000	20,000	20,000	20,000	20,000
	CI2.2. Promote, facilitate and monitor recycling	CPI2.2.1. No. of recycling projects initiated	None	1	2	0	0	0	TSIPE	200,000	40,000	40,000	40,000	40,000	40,000
	CI2.3. Conduct public awareness on Integrated Solid Waste management	CPI2.3.2. # of cleaning campaigns conducted	Educational awareness	2	2	2	2	2	TSIPE	100,000	20,000	20,000	20,000	20,000	20,000
		CPI2.3.2. # of cleaning campaigns conducted	Cleaning campaigns	4	4	4	4	4	TSIPE	200,000	40,000	40,000	40,000	40,000	40,000
	CI2.4. Upgrading current dumping site to a landfill site	CPI2.4.1. Compliance with EMP	Approved EMP	20%	20%	20%	20%	20%	TSIPE	10 mil	2,mil	2,mil	2,mil	2,mil	2,mil

Objective (S)	Initiatives	KPIS	Baseline	Targets					All Departments	Budget Estimate	Y 1	Y 2	Y 3	Y 4	Y 5
				24/25	25/26	26/27	27/28	28/29							
	CI2.5. Promote, encourage & facilitate public health	CPI2.5.1. # of public health campaigns with MOHSS	Conducted 2 campaigns	**4**	**4**	**4**	**4**	**4**	CSED	200,000	40,000	40,000	40,000	40,000	40,000
		CPI2.5.2. Construction of public sanitary facilities	Council with the assistance of DWN is busy construct ing 2 Public sanitary facilities	**0**	**1**	**0**	**1**	**R**	TSIPE & CSED	840,000	168,000	168,000	168,000	168,000	168,000
	CI2.6. Ensure efficient and effective Waste collection & Removal	CPI2.6.1. % of premises collection in the informal areas	40% Collection	**50%**	**60%**	**70%**	**80%**	**90%**	TSIPE	9 mil	1,8 mil	1,8 mil	1,8 mil	1,8 mil	1,8 mil
	CI2.7. Facilitate Community Safety and Law enforcement collaboration for crime prevention	CPI2.7.1. #collaborations establish	Police Public Relations committee	**1**	**1**	**0**	**0**	**0**	CSED	50,000	10,000	10,000	10,000	10,000	10,000
		CPI2.7.2. Enhance crime prevention measures	18 CCTV	**0**	**0**	**0**	**0**	**0**	CSED, FIAM	878,000	-	578,000	100,000	100,000	100,000
	CI2.8. Development of Municipal By-laws	CPI2.8.1. # of By-laws developed and approved	Although there is certain By-laws in place there is a need to develop additional By-laws	**R**	**2**	**2**	**2**	**R**	CSED	-	-		'	'	'
C3. Develop prosperous diverse Economy and Employment Creation	CI3.1. Develop an Integrated LED strategy and Socio-economic Baseline Study	CPI3.1.1. Integrated LED Strategy in place/ Baseline survey report	(20%) Situational analysis done	**100%**				**R**	CSED	400,000	80,000	80,000	80,000	80,000	80,000

Objective (S)	Initiatives	KPIS	Baseline	Targets					All Departments	Budget Estimate	Y 1	Y 2	Y 3	Y 4	Y 5
				24/25	25/26	26/27	27/28	28/29							
	CI3.2. Marketing and branding of OTJ	CPI3.2.1. Marketing & branding plan in place and being implemented	None	**50%**	**50%**	**-**	**-**	**R**	HCCS	100,000	20,000	20,000	20,000	20,000	20,000
	CI3.3. SME Development and Promotion	CPI3.3.1. # of engagements with SMEs	Once per annum	**2**	**2**	**2**	**2**	**2**	CSED	100,000	20,000	20,000	20,000	20,000	20,000
		CPI3.3.2. Organise Business Development Forum	None	**1**	**1**	**1**	**1**	**1**	CSED	250,000	50,000	50,000	50,000	50,000	50,000
	CI3.4. Promote, attract & retain investments	CPI3.4.1. Value of new investments attracted	N$ 500 Mil	**N$ 200Mil**	**N$ 200Mil**	**N$ 200Mil**	**N$ 200Mil**	**N$ 200Mil**	CSED	500,000	100,000	100,000	100,000	100,000	100,000
	CI3.5. Develop SME Market	CPI3.5.1. SME Market developed	Budget available, Concept done & existing markets upgraded	**20%**	**60%**	**100%**	**-**	**-**	TSIPE & CSED	60 mil	12 mil	12 mil	12 mil	12 mil	12 mil
	CI3.6. Develop SME Market for Light Industries	CPI3.6.1. SME Market for Light Industrial developed	Site identified(Erf 3674 Ext 10 ORW)	**20%**	**60%**	**100%**	**-**	**-**	TSIPE & CSED	20 mil	4 mil	4 mil	4 mil	4 mil	4 mil
C4. Responsive and Accessible Customer Service & effective communication strategy	CI4.1. Enhance stakeholder relations	CPI4.1.1. Communication strategy; Public Participation Plan	10%	**100%**	**-**	**-**	**-**	**R**	HCCS	50,000	10,000	10,000	10,000	10,000	10,000
	CI4.2. Annual customer satisfaction survey	CPI4.2.1. # of survey report	None	**1**	**1**	**1**	**1**	**1**	HCCS	200,000	40,000	40,000	40,000	40,000	40,000
	CI4.3. Automate customer interactive service	CPI4.3.1. % access to automated services.	SMS Line established.	**25%**	**50%**	**75%**	**100%**	**R**	HCCS, FIAM	700,000	140,000	140,000	140,000	140,000	140,000

Objective (S)	Initiatives	KPIS	Baseline	Targets					All Departments	Budget Estimate	Y 1	Y 2	Y 3	Y 4	Y 5
				24/25	25/26	26/27	27/28	28/29							
		CPI4.3.2. Development of an Application Software and customer Portal on website	None	0	100%	-	-	R	HCCS	500,000	100,000	100,000	100,000	100,000	100,000
	CI4.4. Recreational facilities established & maintained	CPI4.4.1. # of established new recreational facilities	PPP Concept Note submitted	0	1	1	1	1	TSIPE & CSED	4 mil	800,000	800,000	800,000	800,000	800,000
		CPI4.4.2. # Upgrading of existing recreational facilities	Engagement with experts in industry made	1	1	1	1	1	TSIPE & CSED	6 mil	1,2 mil	1,2 mil	1,2 mil	1,2 mil	1,2 mil
C5. Promote Safe, Convenient Mobility in town	CI5.1. Develop Mobility Master Plan	CPI5.1.1. Approved Master Plan	None	100%	-	-	-	R	TSIPE	500,000	0	0	0	0	0
	CPI5.1.2. Implementation of Plan (GIZ,KfW)	CPI4.4.1. # of established new recreational facilities	None	-	10%	15%	20%	30%	TSIPE & CSED	20 mil	4 mil	4 mil	4 mil	4 mil	4 mil
	CI5.2. Improve & extend road network	CPI5.2.1. Km of roads rehabilitated, resurfaced and upgraded(RFA,Own)	Northern & Southern Traffic Circle upgraded Intersections resealed	10%	20%	30%	40%	50%	TSIPE	109 mil	37 mil	26 mil	26 mil	10 mil	10 mil
			Rikumbi Kandanga /Henk Willems Street upgrading and rehabilitation in progress						TSIPE		-	-	-	-	-

Objective (S)	Initiatives	KPIS	Baseline	Targets					All Departments	Budget Estimate	Y 1	Y 2	Y 3	Y 4	Y 5
				24/25	25/26	26/27	27/28	28/29							
	C5.3. Road maintenance	CPI5.3.1. Maintenance plan implemented	Draft plan in place	**100%**	**-**	**-**	**-**	**R**	TSIPE	-	-	-	-	-	-
	C5.4. Establish bus and taxi terminals	CPI5.4.1 # of bus and taxi terminals	X1 long distance terminal (30%)	**50%**	**60%**	**100%**	**-**	**-**	TSIPE & CSED	700,000	140,000	140,000	140,000	140,000	140,000
			X3 Local Taxi ranks	**0**	**1**	**0**	**1**	**R**	TSIPE & CSED	400,000	80,000	80,000	80,000	80,000	80,000
			Bus Terminals planned (3)	**1**	**1**	**1**	**1**	**1**	TSIPE & CSED	1.2 mil	240,000	240,000	240,000	240,000	240,000
	CI5.5. Upgrade Aerodrome	CPI5.5.1. Progress on Upgrade of facility(External funding)	None	**5%**	**10%**	**15%**	**20%**	**25%**	TSIPE & CSED	800 mil	160 mil	160 mil	160 mil	160 mil	160 mil
C6. Improve Infrastructure Quality and Capacity	CI6.1. Upgrade water network	CPI6.1.1. # of households with access to potable water	95%	**96%**	**97%**	**98%**	**99%**	**R**	TSIPE	15 mil	3 mil	3 mil	3 mil	3 mil	3 mil
	CI6.2. Upgrade sewer network	CPI6.2.1. # of households with access to sanitation	40%	**45%**	**50%**	**55%**	**60%**	**65%**	TSIPE	300 mil	60 mil	60 mil	60 mil	60 mil	60 mil
	CI6.3. Construction of Fire Station	CPI6.3.1. Fully fledged Fire Station	One Fire Station in place and a new site identified	**50%**	**100%**	**-**	**-**	**-**	TSIPE & CSED	10 mil	2 mil	2 mil	2 mil	2 mil	2 mil
	CI6.4. Maintenance of Municipal Properties	CPI6.4.1. Development of Maintenance Plan	None	**100%**		**R**	**-**	**R-**	TSIPE & CSED	100,000	20,000	20,000	20,000	20,000	20,000
		CPI6.4.2. Implementation of Plan(External funding)	None	**-**	**25%**	**R**	**60%**	**80%**	TSIPE & CSED	10 mil	2 mil	2 mil	2 mil	2 mil	2 mil

	Objective (S)	Initiatives	KPIS	Baseline	Targets					All Departments	Budget Estimate	Y 1	Y 2	Y 3	Y 4	Y 5
					24/25	25/26	26/27	27/28	28/29							
Financial Perspective	F1. Maintain sustainable Cash Flow level	FI1.1 Efficient debt collection	FPI1.1.1. Implement Debt collection strategy	Debt Collection Strategies	**60%**	**80%**	**100%**	**R**	**Refocus**	FIAM	-	-	-	-	-	-
			FPI1.1.2. % Reduction in outstanding debt (60 days & above)	10%	**15%**	**20%**	**25%**	**35%**	**40%**	FIAM	-	-	-	-	-	-
			FPI1.1.3. Capacitate Debt collection section (recruit staff)	2 staff members	**2**	**2**	**2**	**R**	**R**	FIAM	-	-	-	-	-	-
		FI1.2. Develop Special Purpose vehicles as commercial arm of council	FPI1.2.1. Feasibility Study of commercial vehicles for council to engage in	None	**100%**	**-**	**-**	**-**	**-**	FIAM	100,000	20,000	20,000	20,000	20,000	20,000
			FPI1.2.2. Implementation of feasibility study findings	-	**-**	**100%**	**-**	**-**	**R**	-	-	-	-	-	-	-
	F2. Decrease Operating Costs	FI2.1. Reduce overtime expenditure	FPI2.1.1. % decrease in the ratio of overtime to total personnel cost	3.5%	**0.38%**	**0.38%**	**0.38%**	**0.38%**	**Full compliance 2% threshold**	HCCS	-	-	-	-	-	-
		FI2.2. Cost management awareness	FPI2.2.1. #of Efficiency initiatives and process re-engineering implemented	3	**2**	**2**	**2**	**2**	**2**	HCCS	300,000	60,000	60,000	60,000	60,000	60,000
	F3. Increase and Diversify Revenue Base	FI3.1. PPPs/JVs and other funding partnerships	FPI3.1.1. #of JVs secured	1	**1**	**1**	**1**	**1**	**Review**	CSED, FIAM, TSIPE	1mil	200,000	200,000	200,000	200,000	200,000

	Objective (S)	Initiatives	KPIS	Baseline	Targets					All Departments	Budget Estimate	Y 1	Y 2	Y 3	Y 4	Y 5
					24/25	25/26	26/27	27/28	28/29							
	F4. Community and Business Engagement	FI4.1. Community Meetings	FPI4.1.1. #of Community meetings per annum	10	**10**	**10**	**10**	**10**	**10**	HCCS, CSED	25,000	5,000	5,000	5,000	5,000	5,000
		FI4.2. Council & Business Engagements	FPI4.2.1. #Business & Council meetings	2	**4**	**4**	**4**	**4**	**4**	HCCS, CSED	500,000	100,000	100,000	100,000	100,000	100,000
	F5. Improve Productivity and Efficiency	FI5.1. Review and improve procurement process	FPI5,1.1. Compliance to Public Procurement Act	80%	**100%**	**100%**	**100%**	**100%**	**100%**	All Depts	500,000	100,000	100,000	100,000	100,000	100,000
			FPI5.1.2. Rate of Annual Procurement Plan execution	50%	**100%**	**100%**	**100%**	**100%**	**100%**	All Depts		-	-	-	-	-
			FPI5.1.3. Turnaround time of procurement	2 - 6 months maximum	**2 months**	**2 months**	**2 months**	**2 months**	**2 months**	Finance (PMU)	-					
		FI5.2. Business process re-engineering	FPI5.2.1. Process flow chart reviewed, Developed and Implemented	Reviewed - 2	**100%**	**100%**	**100%**	**100%**	**100%**	All Depts	-					
				Developed - 3	**12**	**12**	**12**	**12**	**12**	All Depts	-					
				Implemented - 6	**100%**	**100%**	**100%**	**100%**	**100%**	All Depts	-					
		FI5.3. Upgrade technology	FPI5.3.1. #of technology initiatives Implemented	10	**1**	**0**	**1**	**0**	**1**	All Depts	10 mil	2 mil	2 mil	2 mil	2 mil	2 mil

	Objective (S)	Initiatives	KPIS	Baseline	Targets					All Departments	Budget Estimate	Y 1	Y 2	Y 3	Y 4	Y 5
					24/25	25/26	26/27	27/28	28/29							
Internal Processes Perspective	IP.1 Community and Business Engagement	IPI1.1. Community Meetings	IPI1.1.1. #of Community meetings per annum	10	**10**	**10**	**10**	**10**	**10**	HCCS, CSED	25,000	5,000	5,000	5,000	5,000	5,000
		IPI1.2. Council & Business Engagements	IPI1.2.1. #Business & Council meetings	2	**4**	**4**	**4**	**4**	**4**	HCCS, CSED	500,000	100,000	100,000	100,000	100,000	100,000
Learning and Growth Perspective	LI1. Ensure Positive Work Climate and Working Relationships	LI1.1. Develop employee wellness plan	LPI1.1.1. Functional employee wellness program in place	0	**1**	**-**	**-**	**-**	**R**	HCCS	400,000	80,000	80,000	80,000	80,000	80,000
	LI2. Create Opportunities for Skills and Leadership Capacity Development	LI2.1. Craft a Training & Development Plan	LPI2.1.1. Operational Training & Development Plan	0	**100%**	**-**	**R**	**-**	**R**	HCCS	50,000	10,000	10,000	10,000	10,000	10,000
		LI2.2 Establish Learning and Development section	LPI2.2.1 Operational Learning and Development section	0	**25%**	**50%**	**75%**	**100%**	**100%**	HCCS	2.5 mil	500,000	500,000	500,000	500,000	500,000
		LI2.3. Establish a Research and Development Section	LPI2.3.1. Operational R & D section	0	**25%**	**50%**	**75%**	**100%**	**100%**	HCCS	2.5 mil	500,000	500,000	500,000	500,000	500,000
		LI2.4. Secure twinning agreements	LPI2.4.1. #of functional twinning agreements	1	**4**	**1**	**1**	**1**	**1**	HCCS	750,000	150,000	150,000	150,000	150,000	150,000
	LI3. Attract and Retain Skilled and Talented Staff	LI3.1. Review recruitment criteria to reflect organisational values and vision	LPI3.1.1. Updated recruitment guidelines in place	1	**R**	**R**	**R**	**R**	**R**	HCCS	50,000	10,000	10,000	10,000	10,000	10,000
		LI3.2. Develop a Succession and Retention Policy	LPI3.2.1. Approved Policy	0	**1**	**R**	**R**	**R**	**R**	HCCS	50,000	10,000	10,000	10,000	10,000	10,000

	Objective (S)	Initiatives	KPIS	Baseline	Targets					All Departments	Budget Estimate	Y 1	Y 2	Y 3	Y 4	Y 5
					24/25	25/26	26/27	27/28	28/29							
	LI4. Improve Information and Knowledge Management	LI4.1. MIS Policy and Strategy	LPI4.1.1. Approved MIS Strategy	0	1	R	R	R	R	HCCS	120,000	24,000	24,000	24,000	24,000	24,000
	LI5. Introduce Performance Management System	LI5.1.Develop and implement PMS	LPI5.1.1. PMS in place and operational	0	50%	100%	R	R	R	HCCS	200,000	40,000	40,000	40,000	40,000	40,000

09
OUR WAY FORWARD

9. OUR WAY FORWARD

9.1 How will we implement our plan?

The Municipality of Otjiwarongo Strategic Plan 2024–2029, "Together for a Smart, Vibrant, and Sustainable Otjiwarongo of Excellence," is a living document.
Thus, while it provides a framework for decision-making, it does not outline specific actions within The Plan. Instead, it will be integrated into all the municipal activities through the development of annual departmental business plans and workplans that will identify specific strategic actions and initiatives flowing from them.

The Annual Workplans will be brought to Council for their endorsement and will form the basis of annual program reports to Council and to the community. Ongoing partnerships with neighboring and other Local Authorities, community partners, and other levels of government will be key to successful implementation. Otjiwarongo residents, and stakeholders took time to share their ideas, contributing to The Plan's development.

Thus, in order to maintain momentum, and demonstrate accountability the Municipality will provide regular updates to all interested stakeholders on its implementation.

9.2 Align with Internal Municipal Plans

The vision, goals and objectives within this Strategic Plan will be integrated into the municipality's existing organisational structure, and policy frameworks. In the same vein, other plans of the municipality, including the Structure Plan and Land Use Plans, will be required to demonstrate alignment with the Strategic Plan. Furthermore, all management reports to Council will be required to demonstrate alignment with the Strategic Plan and refer to the specific goals and objectives.

9.3 Strategy Implementation Team

With the oversight of the Chief Executive Officer and the Strategic Executive: Human Capital and Corporate Services as the focal person, an implementation team consisting of staff and Council representatives will be established. This team will meet on a regular basis each year to reflect on the actions completed and to look at opportunities in future work planning and prioritizing. It will also serve as a resource for the purpose of monitoring operations and providing input on key initiatives and projects.

9.4 Annual Reporting and Strategy Review

The overall results of the community-level service delivery and development actions and implementation progress will be shared with the community and the Council annually through a review of the Balanced Scorecard.

This report will include the results of The Plan, share significant achievements and provide an evaluation of our performance against goals and objectives for each key performance area of the Strategic Plan. This will be based on the KPIs and targets contained in the Balanced Scorecard to show how the municipality is working towards the shared vision.

THE KEY RESPONSIBILITIES OF THE TEAM WILL INCLUDE:

Oversee the execution of the Plan and maintain communication with the stakeholders.

Provide advice relating to the overall implementation of the Plan.

Assist with the organisation of workshops and presentations.

DID YOU KNOW?

1906 Local Authority established.

1964 First Tarred Road in Otji from Okahandja via Sukses.

1960 Locomotive Final Resting Place – Otjiwarongo.

Only town to have won Namibia Town of the Year twice.

Only Town without a perennial river that accomodates Nile Crocodiles.

Only place in the world with the highest cheetah population.

Only town in Namibia with a pharmaceutical factory Fabupharm.

The name Otjiwarongo is derived from the Herero language and means "place of the fat cows".

MUNICIPALITY OF OTJIWARONGO

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STRATEGIC PLAN
2024 - 2029

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