



**ARANDIS TOWN COUNCIL**

**Strategic Plan 2019-  
2024**

## TABLE OF CONTENT

<b>FOREWORD.....</b>	<b>2</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>4</b>
<b>ABBREVIATIONS.....</b>	<b>6</b>
<b>DEFINITIONS OF KEYTERMS.....</b>	<b>6</b>
<b>1.INTRODUCTION.....</b>	<b>9</b>
1.1 IntroductionandBackground.....	9
1.2 Purpose of Strategic Plan.....	9
1.3 References to relevant Laws and Government Policies.....	10
1.3.1 Constitution of the Republic of Namibia.....	10
1.3.2 Local Authorities Act 23 of 1992, as amended.....	10
1.3.3 Vision 2030.....	10
1.3.4 National Development Plan 5.....	11
1.3.5 Harambee Prosperity Plan.....	12
1.3.6State Finance Act and Treasury Instructions.....	12
<b>2. POWERS AND FUNCTIONS.....</b>	<b>12</b>
<b>3. STRATEGY FOUNDATION.....</b>	<b>12</b>
2.1 Mandate.....	12
2.2 Vision Statement.....	13
2.3 Mission Statement.....	13
2.4Core Values.....	13
<b>4. STRATEGIC THEMES AND OBJECTIVES.....</b>	<b>14</b>
<b>5. BARRIERS TO STRATEGY IMPLEMENTATION.....</b>	<b>14</b>
<b>6. STRATEGY MAP.....</b>	<b>15</b>
<b>7. ATC STRATEGY SCORECARD.....</b>	<b>16</b>
<b>8. ATC PERFORMANCE DASHBOARD.....</b>	<b>19</b>
<b>9. ADMINISTRATIVE RISK FACTORS AND MITIGATION.....</b>	<b>21</b>
<b>10. ATTACHMENTS.....</b>	<b>22</b>
<b>11. SWOT &amp; PESTLE ANALYSIS.....</b>	<b>26</b>



**FOREWORD BY THE MAYOR OF ARANDIS, HONOURABLE  
COUNCILLOR RISTO KAPENDAH**

Strategic Planning is a Public Service Reform Initiative introduced by the Office of the Prime Minister and implemented across the Government structures, Central, Regional and Local Authority level, to harmonise strategic approaches in various sectors for the improvement of performance.

This Initiative is eminent to drive the ethos of the Public Service of Namibia towards efficiency, effectiveness and accountability. The Strategic Plan of the Arandis Town Council is the product of intensive consultation with Council Members, Stakeholders and staff members as well as the study of relevant policy documents. It is a vital tool to guide the institution towards achieving its strategic objectives aligned to Government's medium and long term goals.

The Arandis Town Council has a clear mandate in terms of Chapter 12, Article 111 of the Constitution, and the Provisions of the Local Authorities Act 23 of 1992. The legal framework inspires the development of the following strategic foundation:

***Mandate:***

*To provide, manage and control the delivery of municipal services for the benefit of the community.*

***Vision statement:***

*To cultivate a people focused, developmental driven Local Authority.*

***Mission statement:***

*We render cost effective services, implemented by means of good governance to improve quality of life.*

***Core Values:***

The day-to-day behaviours of all employees are identified as:

- (i) Teamwork***
- (ii) Respect***
- (iii) Integrity***
- (iv) Transparency and***
- (v) Accountability.***

The implementation of the Strategic Plan will be an enormous challenge taking into account the resource constraints as a result of the economic downturn in the Country. However, this should not deter the Council to exploit external customer base and implement new income base projects.

Nelson Mandela said, "It always seems impossible until it's done".

**Risto Kapendah**  
**MAYOR OF ARANDIS**



### ACKNOWLEDGEMENT BY CHIEF EXECUTIVE OFFICER

Arandis is where the beach starts, 60km's from the coastal town of Swakopmund. The town was established in 1976 because of the uranium mining activities of Rössing Uranium Limited (RUL), known as one of the world's largest open-pit uranium mines. Arandis was declared a town in 1994 and the mandate of the town has since been managed by the Arandis Town Council.

The Strategic Plan of the Arandis Town Council is a vital policy tool that has been introduced for the first time in 2014. It offers strategic direction as well performance monitoring which is part of the broader 'agenda for change' initiatives. Staff performance is vital for the execution of high level initiatives which are measured against established targets. All staff are therefore expected to serve the Council with diligence driven by the business ethos of providing quality service to the public at large.

In a bid to reduce the income inequality gap in the country as well as to eradicate poverty, the President of the Republic of Namibia, H.E. Dr. Hage Geingob, initiated a targeted Action Plan called Harambee Prosperity Plan, which has "Effective Governance" as one of its pillars. One of the key strategic initiatives under the Effective Governance pillar is *improved performance and service delivery* to development strategies with the view of uplifting the lifestyle of communities.

This ATC Five-Year Strategic Plan 2019/20 – 2023/24 includes new Focus Pillars *inter alia* **Joint Venture Participation, Public Utility Supply, Industrialization and Support Services as well as Logistics**. These Focus Pillars position Arandis as an investor friendly and ever growing town which offers significant potential for sustainable development.

We acknowledge that our critical success factors include our ability to develop and leverage sustainable, synergistic strategic partnerships and our ability to resource our strategic imperatives to the benefit of the community and stakeholders that we serve.

A special word of appreciation is extended to my leadership team for crafting this strategic plan with the support of Visions Consulting, represented by Mr. Frikkie Mouton.

It must be emphasized that our greatest managerial-leadership quest is to translate the strategy into pragmatic action plans and not to waiver in our commitment to its fulfillment, overcoming all obstacles that might surface in its execution.

This continues steady progress with the strategic intend to transform the Town of Arandis.

As quoted by Buckminster Fuller “You never change things by fighting the existing reality to change something. Build a new model that makes the existing model obsolete”

**Mr. Stanley Norris**  
**CHIEF EXECUTIVE OFFICER**

## ABBREVIATIONS

ATC	Arandis Town Council
CEO	Chief Executive Officer
CI	Continuous Improvement
CSF	Critical Success Factor(s)
ERC	Erongo Regional Council
HR	Human Resource(s)
HRD	Human Resource Development
HRM	Human Resource Management
HRP	Human Resource Plan
HUM	Husab Uranium Mining
ICT	Information and Communication Technology
KM	Knowledge management
KPI	Key Performance Indicator
LED	Local Economic Development
MIS	Management Information System
MoHSS	Ministry of Health and Social Services
MURD	Ministry of Urban and Rural Development
NDP5	Fifth National Development Plan
NIMT	Namibia Institute for Mining and Technology
Obj	Objective
OD	Organisational Development
OMC	Orano Mining Company
PA	Performance Agreement
PDP	Personal Development Plan
PM	Project management
PMS	Performance Management System
PPP	Public-Private Partnerships
RUL	Rossing Uranium Limited
Z&LM	Zinc and Lead Mining

## DEFINITIONS OF KEY TERMS

**Benchmarking** - a systematic, deliberate and thorough search for best practices that would lead to performance improvement when adapted into your organisation. It is a systematic learning process to close the performance gap. It involves planning, data collection, analysis and design, implementation, monitoring and adjustment.

**Business Process Re-engineering** - is the analysis and design of workflows and processes within an organisation.

**Cascade** - a series of interventions through which an organisational aspect/concept (such as an objective) is passed from the higher to lower levels (to units) in a manner applied to each level, ensuring buy-in and resulting in aligned thinking and effort throughout the organisation.

**Information Systems** - interrelated components working together to collect, process, store, and disseminate information to support decision making, coordination, control, analysis, and visualisation in an organisation.

**Initiative** - current and future activities, projects and programmes the organisation is engaged in to help ensure it meets or exceeds its performance targets. Initiatives drive strategic performance. Initiatives are not ends in themselves, but means by which the organisation achieves its strategic objectives.

**Key Performance Indicators (Measures(s))** - these refer to the objective and not the initiatives; KPIs are the agreed upon measure(s) in terms of time, cost, quality or quantity (TCQQ) used to determine effective performance and achievement of the objective. KPIs make objectives 'SMART' – specific, measurable, achievable, realistic and time-bound. 'KPIs with their targets are used to assess achievement, indicate progress, or the lack thereof, towards achieving the objective.

**Mission** -the mission statement defines the nature and core purpose of the organisation and is based on its mandate as expressed in specific legislation.

**Objective** - a specific (definable), concrete (measurable), short-term statement of a desired result, condition or accomplishment towards the achievement of strategic and management/annual plans.

**Outcome** - the consequence, effect, impact and/or payoff(s) of achieving specific objectives/results, especially where direct effect is extremely difficult to measure.

**Outputs** -the services delivered, or products produced.

**Performance Target** - the target for each KPI can be expressed in different units, e.g. percentage, N\$, number, frequency and date (sometimes referred to as TCQQ – Time, Cost, Quality and



Quantity); the target is an agreed quantifiable performance level or change in level to be attained by a specific date and often based on benchmarking.

**Project Management** – the application of knowledge, skills, tools and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project.

**Programme Management** -a combination or grouping of related projects, together achieving a common objective or theme.

**Strategy** -strategy starts with the present and moves the organisation to the future. Strategy asks three questions: “Where are we now?” (by analysing our internal and external environment); “Where do we want to go?” (where is our preferred destination in say 5 years?); “How do we want to get there?” (our roadmap). Strategy represents the broad priorities adopted by the organisation in recognition of its operating environment and in pursuit of its mission.

**Strategic Plan** - document capturing the strategic critical issues and strategies towards attaining the organisational purpose and direction.

**Strategic planning** - a process through which an organisation determines its strategic direction by setting clear objectives, including high level statements (vision, mission, core values) on a long-term basis.

**Structure** -the systematic grouping and coordination of a variety of functions, tasks, hierarchies and resources (human, physical, financial and information) through an analysis of the work required - in a way that all management, supervisors and staff members have a clear understanding of their duties and how they work effectively together towards the organisational vision, mission and objectives.

**Strategic Theme (Strategic Focus Area)** - a theme, a priority or focus area, a high-level objective or cluster of related objectives, sometimes called a goal. Typically, themes are formed around broad service areas.

**Values** - values determine the way things get done in the organisation. Values are timeless guiding principles, deeply held beliefs within the organisation and demonstrated through the day-to-day behaviours of all employees. The organisation’s values make an open proclamation about how it expects everyone to behave.

**Vision** - the vision is the attractive and desirable picture of the future organisation, in say 5- or 10-years’ time, in terms of its likely physical appearance, location, size, image, products/services/activities, customers, processes, performance, staffing, capacities, etc. Vision translates mission into something meaningful.

## 1. INTRODUCTION

### 1.1 Introduction and Background

The ATC was established in terms of the Provisions of the Local Authorities Act 23 of 1992 and derives its mandate from the said Act.

The ATC finalized the formulation of its Strategic Plan which is aimed at contributing to the achievement of NDP5 and Vision 2030 and the management of the administrative functions of the Institution to deliver, manage and control the provision of municipal services to the community of the town.

The new strategy was developed with the aim of fulfilling the institution's mandate through the PMS, a Public Service Reform Initiative. This Initiative is aimed at transforming the service delivery institutions into a performance driven organisation at all levels, central and sub-national levels, improving service delivery to the public and foster operational efficiency.

The second reason for developing a new strategic plan is to develop a Vision and Mission Statements, core values, strategic themes and objectives that coincide and link the operational planning with the legislative framework for Local Authorities. The timeframe for this plan is five years. The new plan outlines responsibilities to determine how the strategic objectives will be achieved and who will be responsible for carrying them out.

Once the Strategic Plan is accepted, annual operational plans for each year during its lifespan will be developed to regularly monitor and evaluate the implementation of both the strategic and annual plans in order to enhance ongoing activities and operations.

### 1.2 Purpose of the Strategic Plan

A Strategic Plan provides the strategic direction towards performance improvement through actions to carry out the organisation's Mandate and achieve its Vision. A Strategic Plan is the foundation for PMS. It sets clear strategic objectives and allows the organisation to manage its performance in order to achieve them. It forms a basis for PA's at individual/staff level thereby translating a strategy into desired action by the entire organisation. In addition, a Strategic Plan integrates and unifies an organisation around a shared vision and guides decisions in the allocation of scarce resources.

The ultimate focus is to improve productivity and enhance efficiency in the ATC and for the effective implementation of the Performance Management System. Through the strategic planning process for the ATC the following questions could be answered:

- **WHY does ATC exist?** Clarified the reason for existence through its MANDATE, VISION and MISSION (High level Statements) and therefore defining where the Institution is going.
- **WHAT needs to be done?** Developed the strategy and initiatives/programmes to realize the High-Level Statements.
- **HOW to get there?** Identified the processes to be carried out and distinguish priority actions from non-priority actions.
- **WHO should do the job?** Identified the responsible Departments and Units to take responsibility through allocating objectives, resources to and programmes (strategies);
- **WHEN should results be delivered?** Defining the timeframes for delivering the required outputs.

### 1.3 References to relevant Laws and Government Policies

The SP of the ATC was developed in consideration of the Laws governing the operations of the ATC as well as Policy Statements and Reform Initiatives by Government aimed at improving performance and ultimately service delivery. References are made to the following statutory instruments of the Government:

#### 1.3.1 The Constitution of the Republic of Namibia:

Local Authorities were established in terms of Chapter 12, Article 111 of the Constitution and Part i, Article 2 of the Local Authorities Act 23 of 1992.

#### 1.3.2 The Local Authorities Act 23 of 1992

The Powers and Functions of the Local Authorities are outlined in Part vii to Part xvii of the Provisions of the Local Authority Act 23 of 1992. The SP was designed around these Statutory guidelines thereby improving service delivery.

#### 1.3.3 Vision 2030

Vision 2030 is a Policy Framework for Long-term National Development which commenced in 1998 to answer the questions “where we are, where we wish to go, and over what time frame”. The main focus of this Policy Document is:

***“A prosperous and industrialized Namibia, developed human resources, enjoying peace, harmony and political stability”***

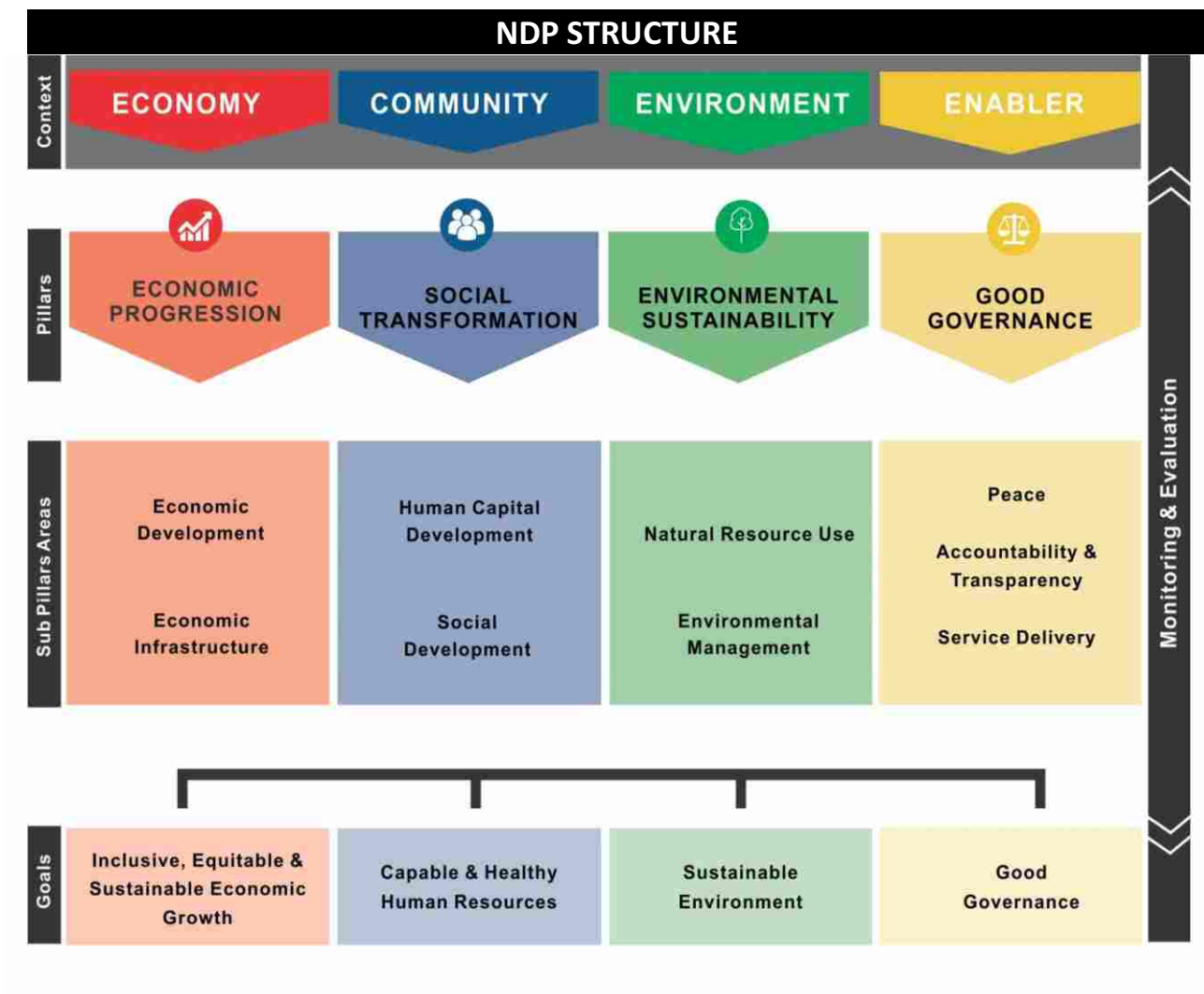
Local Authorities as the third level of Government has an eminent role in creating a conducive environment for the economy to thrive and the community to develop.

### 1.3.4 National Development Plan 5

Chapter 5 Highlights Good Governance as follows:

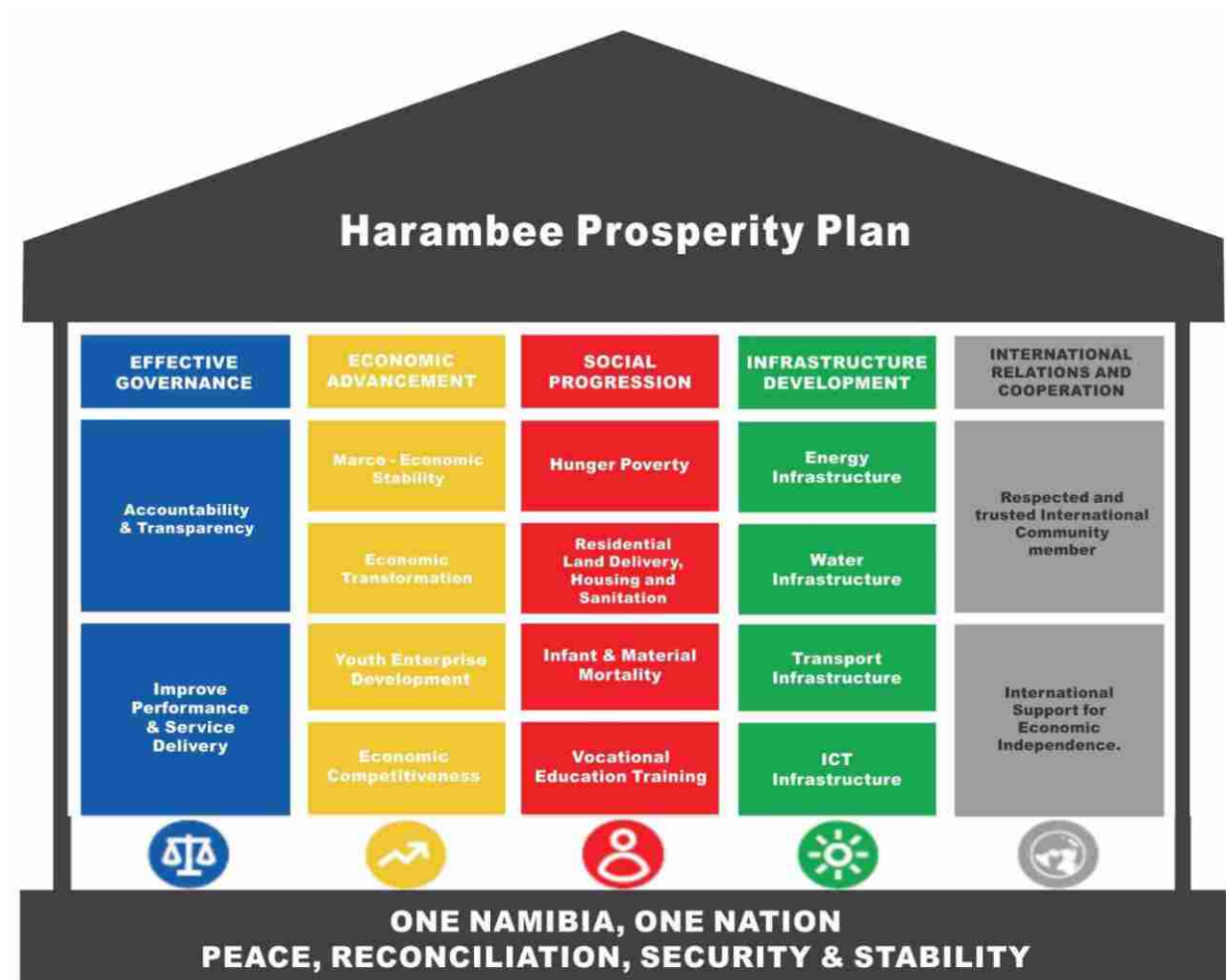
“Good governance, responsive institutions and an engaged citizenry are the bedrock of both democracy and sustainable development. Namibia’s economic, social and environmental future rests on its ability to put people at the centre of decision making”.

The key focus areas identified by Council to align with NDP 5 are: **Joint Venture Participation, Public Utility Supply, Industrialization, Support Services and Logistics.**



### 1.3.5 Harambee Prosperity Plan

The main Pillars of HPP, i.e. Effective Governance and Service Delivery, Economic Advancement, Social Progression and Infrastructure Development are at the centre of the development agenda of the ATC, as indicated below.



### 1.3.6 State Finance Act and Treasury Instructions

The State Finance Act, 1991 (Act 31 of 1991) and Treasury Instructions regulates the budgetary process, financial management, asset management and asset control. The ATC is obliged to adhere to the requirements of the Act, to improve the accountability to the Taxpayers. The Public Service Act, 1995 (Act 13 of 1995) and other relevant legislation on the other hand, regulates the management of Human Resources and will henceforth guide the operations of the Local Authority administration.

## 2. POWERS AND FUNCTIONS IN TERMS OF THE LOCAL AUTHORITIES ACT 23 OF 1992, AS AMENDED

The Arandis Town Council offers the following services as per statutory mandate:

• Water supply	• Fitness certificates
• Sewerage	• Business registration
• Sanitation	• Building control
• Solid waste management	• Building Plans
• Irrigation	• Renting of town hall
• Town planning	• Grave space
• Roads maintenance	• Rentals houses
• Domestic and Garden Refuse removal	• Rentals other buildings
• Cutting and Removal of Trees	• Fire Brigade
• Dog Licenses	

## 3. STRATEGY FOUNDATION

### 3.1 Mandate

The mandate of the ATC derives from the Local Authorities Act 23 of 1992.

**Mandate: To deliver, manage and control the provision of municipal services timely for the benefit of the community of Arandis and enhance economic development.**

### 3.2 Vision Statement

Vision: To cultivate a people focused, developmental driven Local Authority.

### 3.3 Mission Statement

Mission: We render cost effective services, implemented by means of good governance to improve quality of life.

### 3.4 Core Values

CORE VALUES	DESCRIPTION
TEAMWORK	We recognize that our effectiveness as an institution is not determined by individual performance but by the collective performance as a team.
RESPECT	We portray admiration and appreciation to our colleagues and clients.
INTERGRITY	We behave always honest, ethical and objective in all our deliberations, actions and decisions.
TRANSPARENCY	We conduct ourselves in an open and fair manner.
ACCOUNTABILITY	We accept responsibility and acknowledge our decisions and actions.

## 4. STRATEGIC THEMES AND OBJECTIVES

Perspective	THEME NO.	STRATEGIC THEMES	STRATEGIC OBJECTIVES
Financial	1	Sustainable Economic Growth	F1. Ensure financial sustainability
			F2. Expand the income base
			F3. Strengthen local economic development
Stakeholder/ Customer	2	Infrastructure Development	S1. Continually embark on Servicing of Land
			S2. Initiate development and maintenance of Immovable Infrastructure
Internal Processes	3	Social Progression	I1. Improve Public Understanding of Council Operations
			I2. Enhance Business Knowledge and Skills
			I3. Improve Public Health Standards
Learning & Growth	4	Service Excellence	L1. Practice good governance
			L2. Improve knowledge management
			L3. Enable conducive working environment

## 5. BARRIERS TO STRATEGIC EXECUTION

Research was conducted by Scorecard founders in companies that drafted strategies and have found that 9 out of 10 companies fail to implement strategy due to the following factors:

### The Management Barrier

85% of executive teams spend < 1 hour/ month discussing strategy.

### The Resource Barrier

60% of organisations do not link budget to strategy.

### The People Barrier

Only 25% of managers have incentives linked to overall strategy.

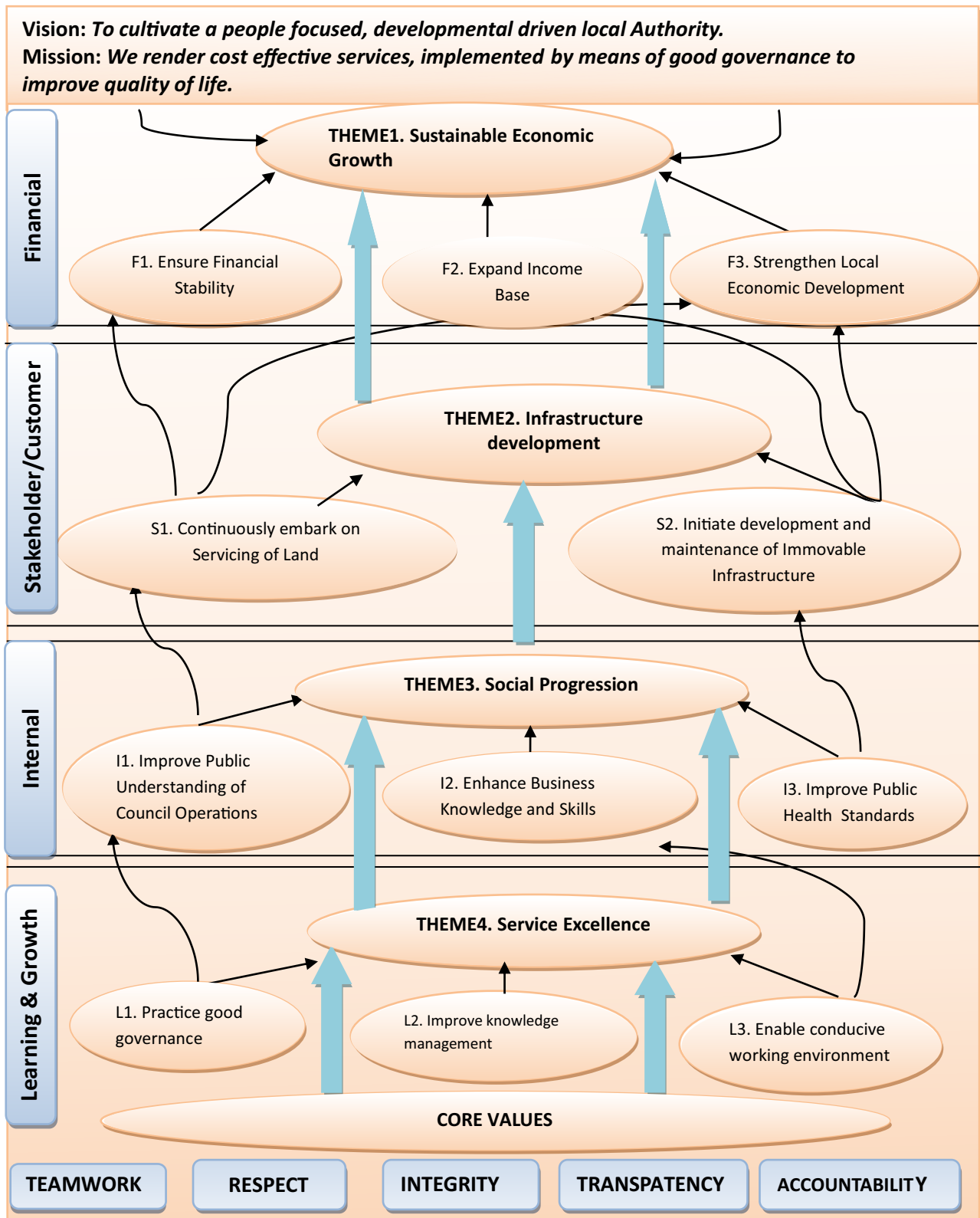
### The Vision Barrier

Only 5% of workforce understands strategy, managers responsible should get the work done through coaching sessions.



## 6. ATC STRATEGY MAP

The ATC Strategy Map (visual depiction) hereunder illustrates the high-level statements (Vision, Mission, Perspectives, Objectives and Core Values) for the next five (5) years. The map also illustrates the inter linkages and synergy between the Perspectives.



## 7. ATC STRATEGY SCORECARD

THEME	Strategic Objective	Key performance indicator	Base line	Target					Initiative/ Programme	Cost Estimates /Budget	Responsible Unit	Risks and assumptions				
				Year												
				2019 /20	2020/ 21	2021/ 22	2022/ 23	2023/ 24								
Sustainable economic growth	F1. Ensure financial sustainability	% reduction in aged debt	50m	5%	10%	15%	20%	25%	1. Enforce credit control policy.	12,500,000	FSD	Loss of Mandate				
			% Reduction in long outstanding creditors	13m	10%	20%	30%	40%		50%	2. Contain expenditure within budget provision.		13,000,000	FSD		
			% budget variance	15%	15%	10%	8%	8%		5%			0.00	FSD		
		% increase in asset base	324, 3m	3%	6%	9%	12%	15%	3. Maintain roll out of pre-paid metering. 4. Re-engineering of tariff structure. 5. Reduce distribution losses.	450,000	FSD	Loss of Mandate				
			# increase in revenue streams	0	1	2	3	4		5	1. Implement JV's. 2. Establish Utility Services.		1,000,000	CSD		
		% growth		0%	5%	10%	15%	20%		25%			3. Apply LA Act revenue streams.	100,000	CSD	
		F2. Expand the income base	# Recruitment of Support Services	0	1	2	3	4		5	1. Promote strategic alliances and partnerships. 2. Annual job creation survey			1,250,000	CSD	Economic Dependency
				# No of New jobs created	0	50	100	150		200				250	330,000	
					# of new Industries facilitated	0	1	2	3	4		5	750,000	CSD		
		F3. Strengthen local economic development									3. Facilitate Industrialization Programme				Negative Economic Growth (Porters Forces Effect)	

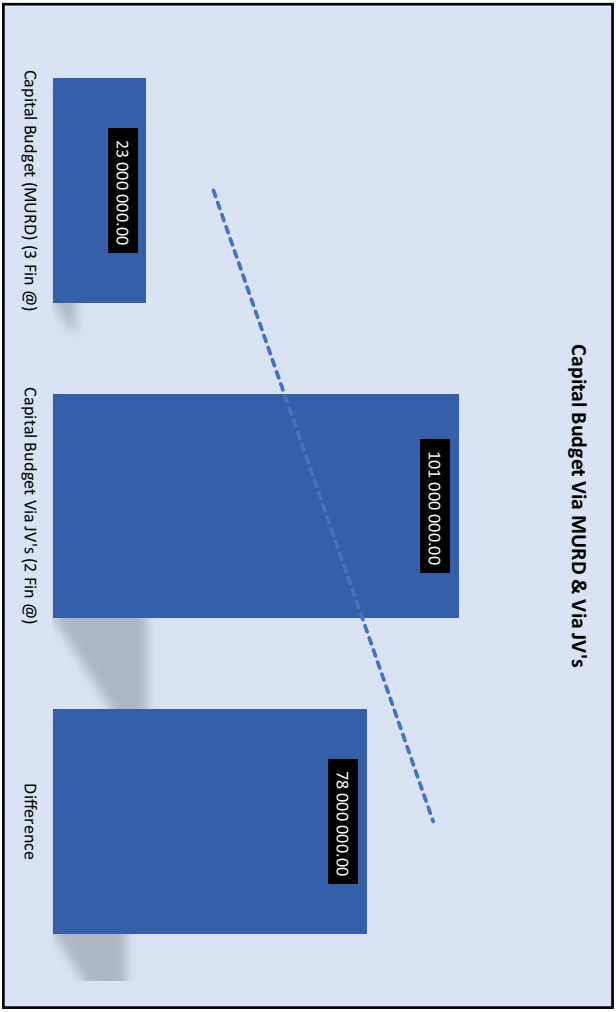
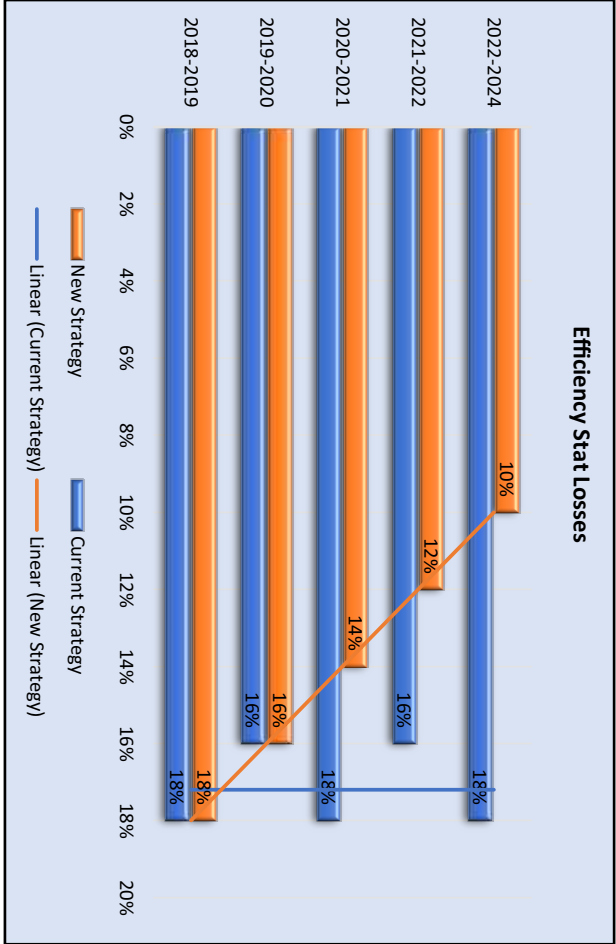
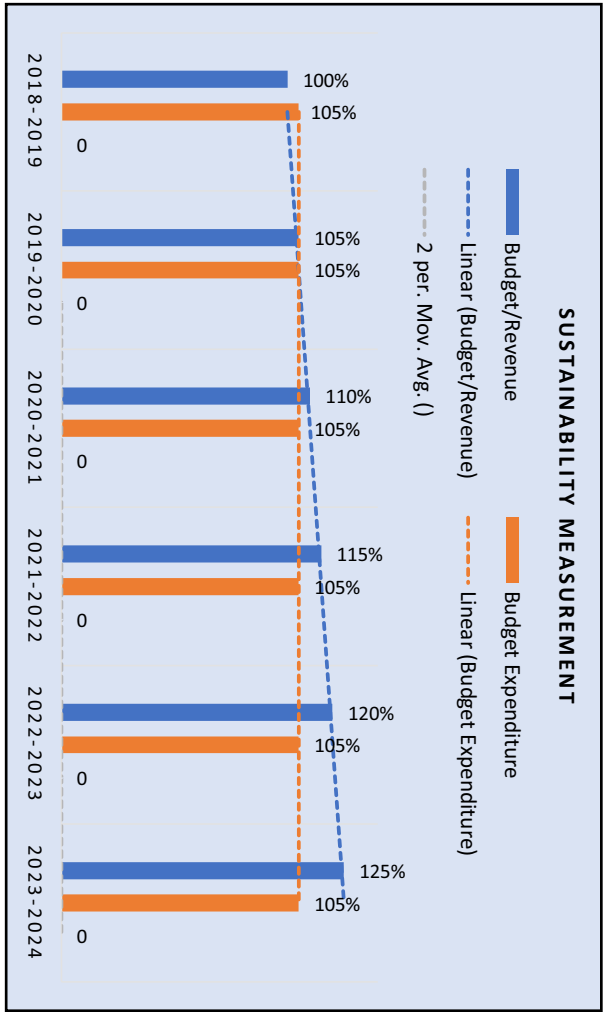
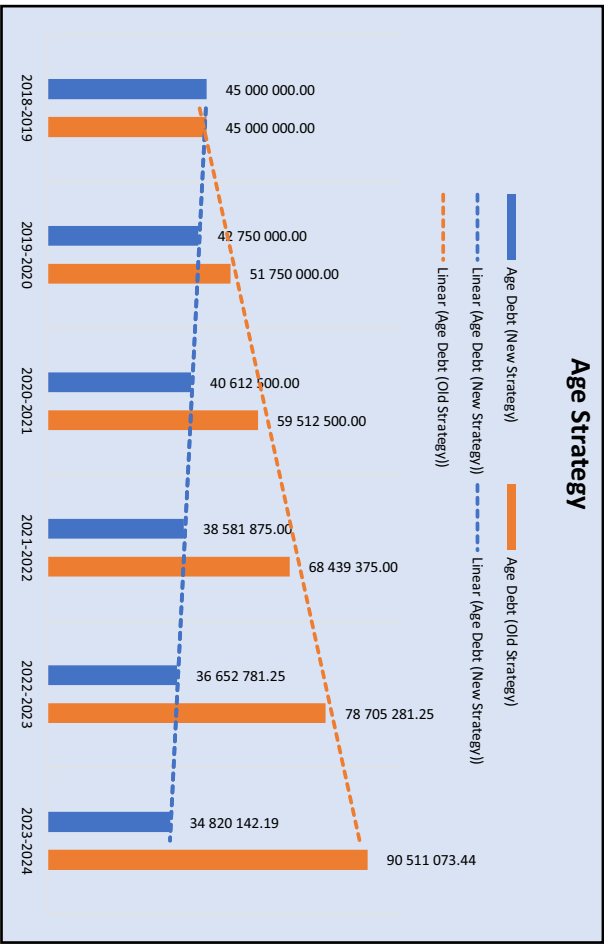
## 7. ATC STRATEGY SCORECARD

Social Progression		Infrastructure development											
		S1. Continuously embark on the servicing of land	S2. Initiate development and maintenance of immovable physical infrastructure										
13. Improve public health standards	# of extensions planned, surveyed	# of extensions serviced via JV's	% Reduction in water loss	6	1	2	3	4	5	1. Planning Extensions 2. Implement CAPEX 3. Project management	180M	TSD	Revenue Loss
				1	2	3	4	5	TSD				
12. Enhance business knowledge and skills	# of SME Support	# of LED Interventions	Improve Public Awareness	Council Website implemented	Expand Council Website	Integrate Website into Social Media Platforms	Maintain public feedback system	Response on public feedback	Response on public feedback	1. Project management 2. Control of CAPEX Spending 3. Maintenance plan and meter audit plan	None	TSD	Inefficiency
				0	1	2	3	4	5			TSD	
11. Improve public understanding of Council operations	# of business and public facilities inspections	0	18%	18%	16%	14%	12%	10%	1. Establish and Maintain public participation 2. Enhance/increase social media platform 3. Integrate social media footprint 4. Written report on Public feedback and Council response	500,000	500,000	CSD	Public resistance
												0	
10. Improve public health standards	# of Awareness campaigns	0	18%	18%	16%	14%	12%	10%	1. SME Targeted interventions 2. LED activity programs 3. Maintain acceptable hazardous waste standards 4. Manage proper land fill site 5. Introduce Business Inspection schedule	500,000	500,000	CSD/TS D	Disease Outbreaks
												0	

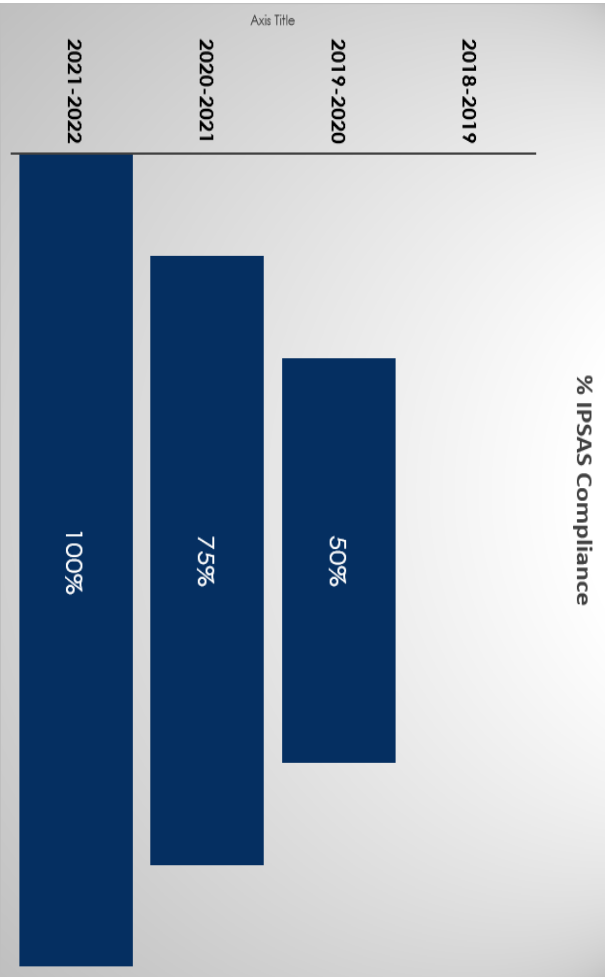
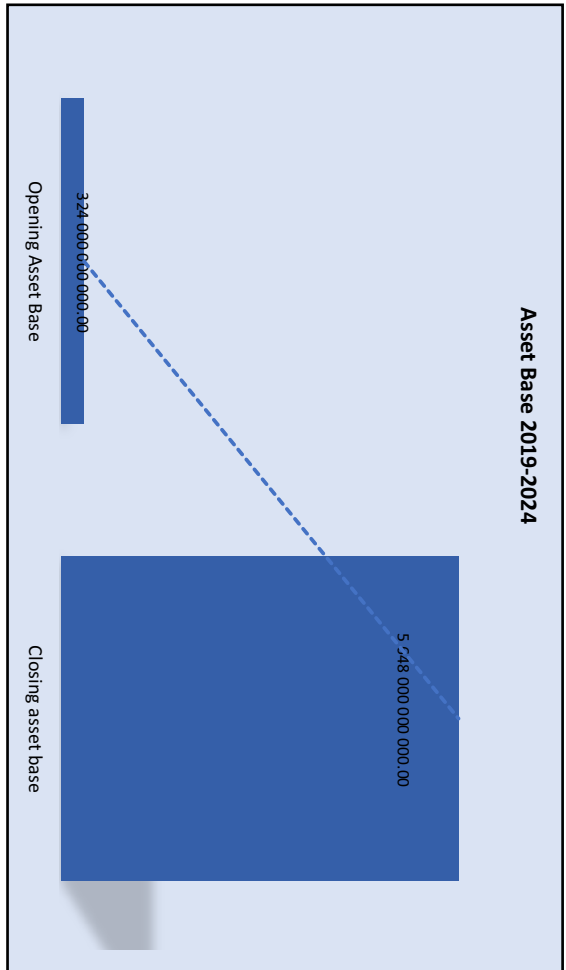
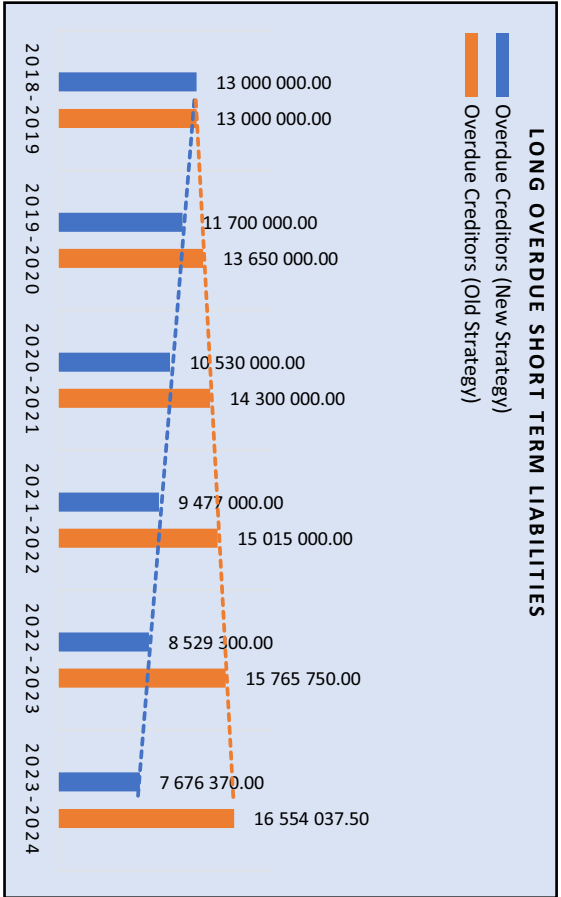
## 7. ATC STRATEGY SCORECARD

Service Excellence													
L1. Practice good governance	% IPSAS compliance	Unknown	25%	50%	100%	100%	100%	100%	100%	1. Establish and Improve policy and processes 2. Develop corporate governance charter 3. Introduce by-laws. 4. Conduct benchmarking exercise. 5. Establish Standard Operation Procedures.	400,000	FSD	Legal, Regulatory, Reputational risk and loss of Mandate.
		% Policy review and establishment	None	50%	75%	100%	100%	100%	100%		100%	1,200,000	
	% Compliance Number of CM's	100%	100%	100%	100%	100%	100%	100%	100%		None	CEO	
	% Execution of Council Resolutions	100%	100%	100%	100%	100%	100%	100%	100%		None	CEO	
	% Performance contracts & review	None	50%	100%	100%	100%	100%	100%	100%		None	All	
	% Organisational performance	None	50%	100%	100%	100%	100%	100%	100%		875,000	All	
L2. Improve knowledge management	% Operational budget spent	None	100%	100%	100%	100%	100%	100%	100%	1. Manage operational amenities 2. Timely procurement 3. Implement and manage complaints register 4. Maintain wellness programme	None	CEO	Skills Exit/High Staff Turn over
		Reduction in # of Internal complaints/ concerns	None	25%	40%	65%	85%	100%	100%		None	CEO	
L3. Enable a conducive working environment													High Staff Turn over

# 8. ATC Performance Dashboard



## 8. ATC Performance Dashboard



## 9. ADMINISTRATIVE RISKS FACTORS AND MITIGATION

Risks are inevitably external and internal factors which will have an influence on the ability of the Institution to effectively reach the desired objectives and targets. Those risks that are in the control of the implementer should be identified and ways of preventing the risk disrupting the plan must be built into the plan. However, there are factors which are outside the control of the implementer whether it is for the organisation as a whole, or individual staff members. The risks are essential areas of activities in which the organisation must perform well in order to ensure the successful execution of its strategy.

It is essential that we carefully manage the following factors to achieve success in the implementation of initiatives/programmes and projects:

RISK FACTORS	DESCRIPTION AND MITIGATION
<b>1. Leadership</b>	Get senior management involvement right from the start. Have a committed leadership team that is able to motivate and inspire all staff members to have the desire and commitment necessary to execute the plan successfully.
<b>2. Communication</b>	Regularly and effectively communicate the strategic intent, actions plan and progress to all staff members and stakeholders to ensure that the Strategic Plan is well understood. This will also ensure that everybody knows what is expected of them and how they can contribute to the successful implementation of the Strategic Plan.
<b>3. Budget</b>	Make sufficient budget provision to support all programmes and projects in the plan.
<b>4. Measurement and Reporting</b>	Consistently measure, monitor and report the implementation of the strategy on a regular basis to know the status of the strategy at all times and if needed to take necessary corrective actions.
<b>5. Operationalize Strategy</b>	Have the discipline and skills needed to implement the strategy successfully. Make strategy a regular agenda item on all management meetings.

## 10. ATTACHMENTS

### STAKEHOLDER IDENTIFICATION AND ANALYSIS

The ATC has several stakeholders that influence the operations and aspirations of the Institution. These are people and organisations who are directly or indirectly involved in taking action, contribute to the work or are beneficiaries of the services produced by ATC. The following diagram depicts the stakeholders and their expectations.

Name of stakeholder	What is/are their need(s) and expectation(s)	What do you expect from stakeholders	What is the impact of your relation	Ranking	Commitment
Swakop Uranium	Governance; Environmental awareness; Partnerships; Timely municipal services	Joint ventures and partnership in development	Decline in development	High	No written response received
Rossing Uranium Limited	Civic education; Governance; Partnerships; Communication support; Environmental awareness	Joint ventures and partnership in development	Decline in development	High	Partner in sustainable cities; Project management; JVs
Orano Mining Namibia	Partnerships; Environmental awareness; Municipal service delivery	Joint ventures and partnership in development	Decline in development	High	Joint Ventures
AIMS	Municipal services: water, sewerage, renting engagement, assistance to youth, information sharing; Database, data centre, road traffic system, solar energy; land for buildings, employment by job attachments and training	Continuous training and skills development	Poor living conditions; deteriorating services	Medium	Platform for sharing ideas; restaurant on ATC request; reporting water wastage where pipes leak and plants do not benefit; information sharing
NIMT	Municipal service delivery; running water, operational sewerage considering high concentration at campus	Produce qualified workforce; support maintenance programs	Poor living conditions at Campus; school dropouts	High	Stable working relationship; support maintenance free of charge; emergency assistance; assist reticulation - experience for trainees



Name of stakeholder	What is/are their need(s) and expectation(s)	What do you expect from them	What is the impact of your relation	Ranking	Commitment
Namib Zinc and Lead	Partnerships; Environmental awareness; Municipal service delivery	Joint ventures and partnership in development	Decline in development	High	No written response received
Namibia Gypsum Industries	Partnerships; Environmental awareness; Municipal service delivery	Joint ventures and partnership in development	Decline in development	High	No written response received
Olthaver and List	Civic education; Governance; Partnerships; Communication support; Environmental awareness	Joint ventures and partnership in development	Decline in development	High	No written response received
Business Sector Namib Bakery	Attractive town for people to settle and community to grow; support business by buying locally; change attitudes from negative to positive; improve service delivery; private school for up to grade 7 - reduce travelling	Affordable commodities; quality service; honour social responsibility	Commodities obtained elsewhere; unemployment	High	Renting available property facilitated by ATC; Operate a gym for youth and sport people; engagement in regular discussions
Construction Sector	Development opportunities; Growth of the Town	Affordable commodities; quality service; honour social responsibility	Commodities obtained elsewhere; unemployment	Medium	No written response received
Conservancy	Land; job opportunities; services provision; knowledge and skills transfer	Conservation; partnership;	Employment	High	Game land not fenced; tourists attraction
Police	Relevant policies for quality law enforcement; land for expansion; by-laws to curb noise pollution and escalating liquor outlets	Policing and law enforcement	Prevailing crime	High	Safety of the town

Name of stakeholder	What is/are their need(s) and expectation(s)	What do you expect from them	What is the impact of your relation	Ranking	Commitment
Standard Bank of Namibia	<ol style="list-style-type: none"> <li>1. Serviced land available for industries to thrive;</li> <li>2. Attractive rates and taxes for businesses that may escalate with the years will attract development.</li> <li>3. Businesses should engage as partners (PPP's) and as owners.</li> </ol>	1. Finance housing for potential house owners	<ol style="list-style-type: none"> <li>1. Development relationship strengthened;</li> <li>2. Focus on the positive - spin-offs from current and future development projects may turn the negatives into positives</li> </ol>	High	<ol style="list-style-type: none"> <li>1. Preferred banker and financier</li> <li>2. Financial support as conducive environment for business to flourish</li> <li>3. Buy-a-brick Project to promote building houses</li> <li>4. Build Together Projects and Shack Dwellers Association</li> <li>5. Honour social responsibility</li> <li>6. Currently the bank finance 80% of the purchase price, but when subsidies are available to lenders the bank can finance 100%</li> </ol>
NCCI	<p>Governance; Environmental awareness;</p> <p>Partnerships; Timely municipal services</p>	Affordable commodities; quality service; honour social responsibility	Employment	Medium	No written response received
Service contractors	Partnerships; Environmental awareness; Municipal service delivery	Affordable commodities; quality service; honour social responsibility	Development; employment	Medium	No written response received
Staff members	Motivation and appreciation	Loyalty; commitment;	Disputes; low image	High	Loyalty

## 11. Strengths, Weaknesses, Opportunities and Threats (SWOT)

INSTITUTIONAL SWOT ANALYSIS				
	STRENGTHS (Positive)	CONSEQUENCE	Rating (1 to 5) [1= highest and 5 =lowest)	
INTERNAL	1	Serviced land	Thriving housing and business Development	1
	2	CEO's office inundated with calls and visits by possible business partners	1. Possible future development partners; 2. Value addition to business proposals from inception up to decision level;	1
	3	Council resolutions available for clients to keep abreast with developments.	Informed customers	3
	4	Quality service and solid relationship experienced by customers.	Positive image and quality service	4
	5	Harvest water through condensation.	Resource for household and agriculture	2
	6	Wind and solar is a resource that can be used to generate electricity.	Addition to current power supply	2
	7	Extract fresh water from surrounding aquifer by drilling boreholes	Resource for household and agriculture	2
	8	Proximity to road and rail	Economic growth	1
	9	Farming	Food security and employment	2
	10	Sand mining	Increased revenue; access to building materials	2
	<b>WEAKNESSES (Negative)</b>			
	1	Lack of confidentiality	Leakage of sensitive information	5
	2	Poor communication and coordination	Creating unnecessary delays	3
	3	Inadequate organisational structure	Hampers the performance.	4
	4	Inadequate financial resources	Hampers implementation of activities	3

	5	Insufficient office space	Working environment not conducive	3	
	6	Discriminatory practices	Low staff morale and poor performance	5	
	7	Absence of Parliamentary Service Commission	Limits the autonomy of Parliament	5	
	8	Lack of proactive media strategy	Bad publicity	4	
	9	Lack of marketing of library	Lack of awareness of parliament library services	5	
	10	Lack of ownership of BPR	No clear division of labour and reporting structure	5	
	11	Lack of knowledge on detection and Risk Based techniques	Unable to do risk management	5	
		<b>OPPORTUNITIES (Positive)</b>			
<b>EXTERNAL</b>	1	Relations between National Assembly and the Executive	Enhance cooperation and information sharing	3	
	2	Attachments and training programmes	Enhance the capabilities of staff members	2	
	3	Absence of an archive	Loss of institutional memory	5	
	4	Benchmarking with other Parliaments and international bodies	Improve the performance of Committees	2	
	5	Partnering with research institutions	Capacity building opportunities	5	
	6	Legal background and employment history	Easy consultation with external legal fraternity	2	
			<b>THREADS</b>		
	1	Negative stakeholders' perceptions	Poor response to public demand pertaining to implementation	3	
	2	Outsourcing of the legal function	Lack of trust in the ability and independence of the legal services	5	
	3	Political interference/intimidation	Demoralized workforce. Non-compliance to relevant legislation.	4	
4	Economic downturn (budget cuts)	Limited financial resources. Delayed implementation of projects and activities.	3		
5	Technical advantage of external ICT operators	Inflated prices of goods and services	4		

## PESTLE ANALYSIS

PESTLE ANALYSIS		
POLITICAL		IMPACT
1	Gender representation	Women represented in decision making
2	Legislation passed by the parliament	Budget constraints; rejection by the community
3	Political campaign	Expectation created
4	Political interference	Maladministration
ECONOMIC		IMPACT
1	Country economic downturn	Low economic growth; slow business development
2	Currency fluctuation	High price of commodity
3	Lack of Investors	High level of unemployment
4	Porters 5 forces	Possible impact on commodity price
SOCIAL		IMPACT
1	Multi-cultural society	Social society integration;
2	HIV/AIDS and Hepatitis E	Increase in death rate and active labour force
3	Insufficient recreational facilities	Social integration
4	Assumptions	Non- conformance / Resistance to change
5	Socialization	Non -conformance/ Resistance to change
6	Values & Norms	Non- conformance / Resistance to change
TECHNOLOGICAL		IMPACT
1	Artificial intelligence	Computerization of ATC processes
2	Automated Technology	Reduced labour force
3	Lack of IT services	High cost
LEGAL		IMPACT
1	Strong legislative framework	Principles and guidelines clearly outlined
2	Outdated legislations	Prolonged implementation process
ENVIRONMENTAL		IMPACT
1	Town situated in desert	Minimal agricultural activities; Water scarcity hampering agronomy
2	Climate change	Drought
3	Compliance Legal Act	Added development cost and delay
4	Monitoring radiation and asbestos	Health hazard

