



Strategic PLAN

2017 – 2022

Oshikoto Regional Council

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FOREWORD

I am delighted to present the Strategic Plan of the Oshikoto Regional Council for the period of 2017 to 2022. The Strategic Plan for Oshikoto Regional Council provides the Strategic Direction and Framework for the period of 2017 – 2022. This will enable the Council to achieve its vision, mission and strategic objectives. The ultimate goal is the actualization of the Oshikoto Regional Councils mandate.

The Strategic Themes developed by the Council and their corresponding Strategic Objectives and Initiatives forms the basis of the Strategic Plan, and should assist the Council to attain its vision and mission.

The management as well as the entire staff of the Regional Council must always be conscious of their daily performances that will influence the delivery of quality services to our customers.

Our Strategic Plan has clearly identified Strategic Objectives, with measurable results that demonstrate the expected outcomes over the next five years. For us to achieve our set goals and targets, monitoring and evaluation should become an integral part of each and every component of the plan.

I urge management and all staff members to redouble their efforts and continue to serve the region with great dedication and commitment.

In conclusion, the Oshikoto Regional Council will continuously strive to improve the quality of our service delivery in order to improve the livelihoods of our citizens through the implementation of this Strategic Plan.

.....
HON. SAMUEL SHIVUTE
CHAIRPERSON OF OSHIKOTO REGIONAL COUNCIL

ACKNOWLEDGEMENT

This Strategic Plan of the Oshikoto Regional Council is as a result of the collective efforts of the Councils' management and staff and its stakeholders. The Oshikoto Regional Council acknowledges the participation and valuable contributions made by staff and all other stakeholders. The plan could not have been completed without the active involvement and immeasurable support from all.

The plan will guide Council and staff in setting priorities and delivering programs to address the changing needs of its citizens. It is therefore critical that staff members are properly skilled and committed towards the execution of this plan.

The plan has been developed to address the key issues identified by our stakeholders and staff. Priorities identified include the delivery of citizen-focused services, creating an enabling environment and high performance culture, and a continued quest for excellence.

The Oshikoto Regional Council will continuously focus on maintaining organizational excellence, quality service delivery and continuous improvement. To achieve the status of excellence, the Regional Council will constantly enhance its leadership, customer service, employee satisfaction, management and planning in accordance with the objectives of the strategic plan.

Finally, my gratitude goes towards the staff and all stakeholders who contributed to this process. I urge that all staff members acquaint themselves with the content of the Strategic Plan and ensure the full implementation of this Plan.

MR. FRANS ENKALI
CHIEF REGIONAL OFFICER

ABBREVIATIONS

CBNRM-	Community-Based Natural Resource Management
CBO -	Community Based Organization
GRN -	Government of the Republic of Namibia
HPP -	Harambee Prosperity Plan
HR -	Human Resource(s)
ICT -	Information and Communication Technologies
KPI -	Key Performance Indicator
LA -	Local Authority
MOE -	Ministry of Education, Arts & Culture
MET -	Ministry of Environment and Tourism
MIB -	Ministry of Information and Broadcasting
MLR -	Ministry of Lands and Resettlement
MURD -	Ministry of Urban and Rural Development
NDP -	National Development Plan
NPC -	National Planning Commission
O/M/A's-	Offices, Ministries and Agencies
OPM -	Office of the Prime Minister
ORC -	Oshikoto Regional Council
PA -	Performance Agreement
PESTLE -	Political, economic, social, technological, legal, environmental (analysis)
PMS -	Performance Management System

PPP	-	Public Private Partnership
DRM	-	Disaster Risk Management
RC	-	Regional Council
RRC	-	Regional Resettlement Committee
SADC	-	Southern Africa Development Community
SME	-	Small and Medium Enterprises
SWOT	-	Strengths, Weaknesses, Opportunities and Threats

EXECUTIVE SUMMARY

The focus of the five year Strategic Plan maps the way for the Oshikoto Regional Council to deliver timely quality services to its stakeholders within the allocated budget and in line with the NDP5 and the Harambee Prosperity Plan. This Strategic Plan will guide managers and staff members in monitoring performance against set objectives and targets. This Strategic Plan was developed in line with the Performance Management System Process in order to ensure alignment to Vision 2030, NDP5, HPP and other high level documents.

In an effort to realize the strategic objectives, specific programmes and projects with clear targets are identified to be implemented within the specified time. The strategic plan serves as a management and communication tool with the aim of continuously improving performance and service delivery. Furthermore, the Strategic Plan includes efforts to refine the Council's governance, improve the management practices and to keep all stakeholders informed.

The Structure of the plan comprises of seven components, which are: Introduction, High Level Statements, Key Strategic Issues, Strategic Themes and Objectives, Critical Success Factors, Strategic Matrix and Implementation.

The Oshikoto Regional Council is committed to improve the livelihoods of its inhabitants. The Council aims to do this through delivering services in a way that will have a direct and meaningful impact on the communities and stakeholders. This will however require concerted efforts from Political Office Bearers, all employees and stakeholders and to build a high performance culture in order to realize the implementation of this strategic plan.

1. INTRODUCTION

1.1 Introduction & Background

The Strategic Plan for the Oshikoto Regional Council was prepared in accordance with the framework prescribed to all Offices, Ministries, Agencies and Sub-National Governments. The plan was further developed based on Vision 2030, NDP5, the situational analysis conducted and other high level documents. The Plan was developed to reform the Council in order to actualize Vision 2030 and the attainment of the goals as set out in the National Development Plans. The aim of the strategic plan is to contribute to the overall attainment of Vision 2030 in an evolving and dynamic environment.

The Strategic Plan will outline the Oshikoto Regional Councils' strategy, direction, purpose, strategic themes, strategic objectives, and strategic initiatives and it further make decisions on the allocation of resources to pursue this strategy.

The strategic thinking and planning was based on an intensive and broad based consultative process, which included diverse actors such as; the key partners (stakeholders) and staff members. The process began with the review of the relevant legislative and policy documents so as to have a shared and common understanding of the Regional Councils' mandate. Having understood the Mandate, this was followed by a rigorous SWOT & PESTLE analysis and stakeholder analysis; so as to scan the internal and external environment, identify the needs and expectations of the key stakeholders and the strategic issues as part of the situational analysis.

1.2 Purpose of a Strategic Plan

The purpose of the Strategic Plan is to serve as a planning and a management tool for the Regional Council. The Plan will enable the Regional Council to formulate better strategies through the use of a more systematic approach. It further allows the Council to initiate and carry out activities.

The Strategic Plan stipulates the key performance indicators and targets to be met within specified time-frames as well as strategic initiatives to be implemented in order to meet the set targets and achieve the strategic objectives. Furthermore, it provides the amount of resources required to implement the strategic initiatives and the entire Strategic Plan. It further makes it easier for the Council to assess its performance, and confirm that progress is occurring against defined direction.

Finally, the Strategic Plan will also serve as a foundation for the development and implementation of the Performance Management System (PMS).

1.3 Major achievements (as per the previous SP Review)

- ✓ Signing of significant Public Private Agreements.
- ✓ Provision of financial assistance to 11 Small & Medium Enterprises.
- ✓ Integrated sectoral planning and coordinated development planning.
- ✓ Construction of houses for low income earners in settlements.
- ✓ Construction of teacher's houses in rural areas.
- ✓ Construction of additional classrooms at various schools in the region.
- ✓ Construction of rural sanitation facilities to promote good health & hygiene practices.
- ✓ Enhanced HIV and AIDS awareness campaigns.

1.4 The linkage to Government High Level Initiatives

In developing this Strategic Plan, the Oshikoto Regional Council was guided by the high level deliverables of the Government, particularly by Vision 2030, NDP5, Harambee Prosperity Plan (HPP), SWAPO Party Election Manifesto, Decentralization Policy and the Sustainable Development Goals. The Strategic Themes and Strategic Objectives of the Council are also in accordance with the HPP and the NDP5. Equally the Councils' high level statements are influenced by this high level deliverables of the Government.

2. HIGH LEVEL STATEMENTS

The high level statements of the Council, namely, Mandate, Vision and Mission Statements will drive the Councils strategy for this Strategic Plan.

2.1 The Mandate

The mandate of the Oshikoto Regional Council is derived from Chapter 12 of the Namibian Constitution and the Regional Council Act, Act 22 of 1992 as amended and other applicable legislations.

Council is mandated to:

Undertake regional planning, development, coordination and the provision of government services to uplift the living standards of its people.

2.2. The Vision

The vision of the Oshikoto Regional Council illustrates the desirable picture of where the Council wants to be.

- The region of excellent social services and economic opportunities.**

2.3. The Mission

The mission statement of the Oshikoto Regional Council defines the nature and core purpose of the Council.

- To spearhead the provision of developmental services in order to improve the livelihood of communities in the region through public participation and good governance.**

2.4 The Core Values

To achieve its Vision and Mission, the Oshikoto Regional Council has adopted the following Core values to guide the management and staff of the Council. These core values forms the foundation of the Council's culture and provide a framework in which decisions should be make. The values will guide the policies, strategies and the daily work and behaviour of staff members.

CORE VALUES	WHAT THEY MEAN
Standards	Setting, checking and publishing clear standards of service that the customer can reasonable expect
Information	Providing information about public services in a straightforward and open way that is easy to understand
Courtesy and helpfulness	Providing a polite and helpful service to customers who have a right to such a service, run by public servants who can be identified by a name badge
Consultation	Making sure that the customer is consulted and communicated with regularly, and giving him/her a choice wherever possible
Accountability	Providing details of how everyone performs according to set targets, and identifying who is responsible for reaching those targets
Openness	Letting the customer know how public services are managed, how much they cost, and how well they are being delivered
Non Discrimination	Ensuring that services are available and offered equally to all customers
Quality of service	Informing customers what to do if they have a complaint, and providing them with an apology, full explanation and early correction if a mistake has been made

Value for money	Providing efficient and economical public services within the limits of what can be afforded with public money
Responsiveness	We shall attend to all queries timely and maintain a good feedback system.

3. ENVIRONMENTAL SCANNING (SITUATION ASSESSMENT)

The purpose of the situation analysis was to provide management of the Oshikoto Regional Council with the background information needed to make decisions about the strategic direction of the organisation. The situation analysis included an analysis of the SWOT, the Stakeholders, PESTLE as well as the legal and policy environment of the organisation. The situation analysis seeks to create an understanding of the context in which the Oshikoto Regional Council operates by identifying core issues in the environment and analysing them.

Strategic challenges and issues facing Council were identified taking into consideration the internal and external environmental factors.

3.1 SWOT Analysis

<p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • Supportive Political Leadership • Committed employees • Functional Development Committees 	<p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • inadequate specialised skills • Insufficient budgetary allocation • Limited sources of revenue
<p><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • Supportive communities • Tourism Attractions • Established urban centres • Mining • Agriculture • Railway line • Abundant Workforce 	<p><u>THREATS</u></p> <ul style="list-style-type: none"> • Poor Access Roads • Unemployment • Alcohol Abuse • Limited Water Infrastructure • Natural Disasters • HIV and AIDS • Poverty • Climate Change • Inadequate Health & School Facilities • Poor/ limited communication infrastructure

3.2 PESTLE Analysis

<p><u>POLITICAL FACTORS</u> Political Interference in administrative matters</p>	<p><u>IMPLICATIONS</u> Disharmony Establishment of cliques Low productivity Unnecessary costs to Council Unfair treatment</p>
<p><u>ECONOMIC FACTORS</u> Income Inequality Economic fluctuations</p>	<p><u>IMPLICATIONS</u> Unaffordability of services Reduction of budget Reduction in the number of capital projects</p>
<p><u>SOCIAL FACTORS</u> Alcohol & Drug Abuse Unemployment HIV and AIDS</p>	<p><u>IMPLICATIONS</u> Gender Based Violence (GBV) Increased poverty Low productivity Crime</p>
<p><u>TECHNOLOGICAL FACTORS</u> Limited capacity of network facilities</p>	<p><u>IMPLICATIONS</u> Poor network coverage Limited access to information</p>
<p><u>LEGAL FACTORS</u> Out-dated /Conflicting laws</p>	<p><u>IMPLICATIONS</u> Legal challenges Inconsistencies</p>
<p><u>ENVIRONMENTAL FACTORS</u> Climate change</p>	<p><u>IMPLICATIONS</u> Drought Floods Veld fires</p>

4. STRATEGIC ISSUES

Strategic issues listed below serves as key challenges to the Oshikoto Regional Council which assisted Council to derive to the relevant Strategic Themes and Strategic Objectives over the next five years.

Non-adherence to Good Governance principles

Absence of good governance causes misappropriation of resources and poor service delivery. Principles such as participation, consensus oriented, accountability, transparency, responsiveness, effectiveness

and efficiency; equitable and inclusive; and rule of law, plays very important roles in achieving inclusive economic growth, equitable development and shared prosperity. In order for us to deliver quality services to our customers, we need to display principles of good governance.

Non-Prudent Financial Management

Insufficient funding, lack of additional sources of funds, unplanned expenditure and the Councils inability to collect all revenue, hampers the Council to carry out some of its functions according to set objectives and standards. Additionally, Council should manage their finances in a prudent manner.

High Poverty Rate

The region is faced with high poverty rate at 42.6% (NPC-Poverty Mapping 2015). Poverty alleviation and reduction are major challenges Council is faced with and addressing them should be key priority of Council. Apart from central government efforts, there is no significant strategy in place at regional level to streamline economic development towards growth that will stimulate change.

Inadequate Infrastructure Development

Reliable infrastructure is critical for high and sustained economic growth. Without it, economic development becomes a challenge. Planning and coordination of infrastructure development such as roads, electricity and water to improve socio-economic development is vital for the region.

High Unemployment

According to the Namibia Labour Force Survey Report of 2016, 39.8% of the region's labour force is unemployed. This puts a challenge on Regional Government to create employment opportunities in the region.

Low Manufacturing Base

Increasing the share of manufacturing in the economy is key to job creation and economic growth. Promotion and Development of Local SMEs remains priority for establishment of industries. This is to be

achieved through both diversification of the export base into exporting of processed raw materials as well as through import substitution of manufactured goods.

Poor Information Communication Technology (ICT) Infrastructures

Communication network is key to public participation in development planning. Thus, technology is one of the essential means in achieving the Council's mission. Most rural communities do not have access to mobile telecommunication services, radios and newspapers. Facilitation of ICT infrastructure development remains a priority to enhance effective information dissemination.

High HIV and AIDS Prevalence

In spite of all efforts by government and organizations to fight the epidemic, the disease still remains a national threat. HIV/AIDS prevalence rate remains significantly high. This is mainly attributed to structural factors such as poverty, alcohol abuse, gender inequality, cultural conditions and high levels of labor mobility, all conducive to a rapid and continuing increase in HIV infection within the region.

Poor Stakeholders Relations

Stakeholder's relations are critical in achieving the objectives that the Council has set for itself. The Oshikoto Regional Council will continuously strive to manage and strengthen the relationship with its stakeholders.

Slow Pace of Land Delivery

The region is faced with high demand of urban land in settlement areas. Given the land scarcity allocation of land to prospective land developers for housing and business unit remains a challenge to the Council. Thus, sourcing of funds for servicing land is critical in accelerating land delivery.

STRATEGIC THEME / PILLARS AND STRATEGIC OBJECTIVES

Having studied the key strategic issues, the Oshikoto Regional Council identified the following Strategic Pillars & Strategic Objectives:

Strategic Objectives	Pillars	Pillars definition
Strategic Objective 1: Enhance Organisational Performance	Operational Excellency	To promote good governance through effective institutions
Strategic Objective 2: Improve Socio-Economic Development Strategic Objective 3: Ensure provision of housing and sanitation Strategic Objective 4: Strengthen Disaster Risk Management Strategic Objective 5: Mitigate effects of HIV and AIDS	Social Transformation	To build a capable and healthy human resources
Strategic Objective 6: Ensure provision of infrastructure	Economic progression	To achieve inclusive, sustainable and equitable growth
Strategic Objective 7: Improve Regional Planning & Coordination	Social Transformation	To build a capable and healthy human resources

5. LOGICAL FRAME (LOG FRAME)

Desired Outcome	Pillars	Strategic Objective	Key Performance Indicator (KPI)	Indicator Definition	Indicator Type	Baseline	Targets					Programme	Project	Budget		Responsible Unit
							(2017/18)	(2018/19)	(2019/20)	(2020/21)	(2021/22)			Operational	Developmental	
By 2022, Namibia has improved services delivery to the satisfaction of citizens	Good governance	Develop and implement a decentralization of implementation plan	# of delegated functions devolved	Delegated functions devolved to the regional council	Incremental	0	0	0	0	1	2	Decentralization	Delegation of functions to Regional Council			Development planning
			# of decentralized readiness report compile	Conduct assessment on decentralization readiness	Incremental	0	0	1	2	3	4					
By 2022, the rural quality of life and socio-economic	Social transformation	Improve Socio-Economic Development	% reduction in the poverty rate	Provide infrastructures and services to rural communities for improved	Decremental	42.60 %	40%	38 %	36%	34%	32%	Rural Development	Micro Finance		2,700,000	Rural Services
													Rural Employment Scheme			

well-being has improved				livelihood										One Region One Initiative		5,000,000	Rural Services
														Cash Food For Work		2,600,000	Rural Services
														Food Security & Nutrition		1,300,000	Rural Services
														Support Resources to Poor Farmers		700,000	Rural Services
												Settlement Administration	Land Management	300,000			Administration
By 2022 access to improved sanitation in rural area increased from 25.5% in 2015 to 50%	Social transformation		% of households living in modern houses	Build 40 modern houses under build together housing project	Incremental	40%	41%	42%	43%	44%	45%	Housing Construction Programme	Build-Together Housing			3,200,000	Development Planning
By 2022, 65% of Namibian households have access to adequate,		Ensure provision of housing and sanitation	% of rural households with access to sanitation	Construct 1100 rural toilets to improve sanitation	Incremental	40%	45%	50%	55%	60%	65%	Rural Sanitation Programme	Construction of Rural Toilets			10,000,000	Rural Services

safe and affordable housing from 41% in 2010 through accelerated land development, and increased housing stock																	
By 2022, the proportion of poor individuals and severe poor individuals has dropped from 26% and 15% in 2016/2017 to 18% and 7.5%, respectively.	Social transformation	Strengthen Disaster Risk Management	% Improvement in Disaster Responsiveness	Timely response to all disaster cases in the region	Incremental	60%	65%	70%	75%	80%	85%	Disaster Management	Disaster Management Committees	500,000		Administration	
By 2022, Namibians have access to quality health systems	Social transformation	Mitigate effects of HIV and	% reduction in the prevalence rate	Reduce number of new infections and enhance adherence to	Decremental	18%	17%	16%	15%	14%	13%	Community Based Health Care	Community Awareness		1,750,000	HIV and AIDS Section	

where the Health Adjusted Life Expectancy (HALE) has increased from 57.5 (2015) to 67.5 (2022).		AIDS		medication												
By 2022, access to safe Water for human and livestock consumption in rural area increased from 75.5% to 95.5% and in each constituency to above 50%	Social transformation		% of households with access to safe water	Provide water infrastructures to households	Incremental	70%	72%	74%	76%	78%	80%	Construction of Services Infrastructure	Construction of Water Infrastructure in the region	25,000,000	Development Planning & Rural Services	
By 2022, Namibia shall have a safe, reliable, affordable and sustainable transport	Economic progression		Number of safe roads constructed and rehabilitate	Construct and rehabilitate roads	Absolute	23,656	50,000	60,000	70,000	80,000	90,000	Construction of road network in Settlements	Construction of road network in Settlements	25,000,000	Development Planning	

infrastructure & services connecting SADC to the international markets		Ensure provision of infrastructure														
By 2022, Namibia will have in place adequate, affordable and reliable base load generation to support household and industry development and expanded local generation capacity, an increased national electrification rate and have adequate petroleum import and storage	Economic progression		% of households with electricity	Provide households with electricity connection	Incremental	30%	35%	45%	50%	55%	60%	-	Construction of Electricity Reticulation Networks in Settlements		30,000,000	Development Planning
			Number of erven connected to sewer network	Provide households with access to sewer Services	Absolute	100	150	200	250	300	350	-	Construction of Sewer Reticulation Networks in Settlements		28,000,000	Development Planning
		% of government infrastructures maintained	Conduct regular maintenance of government infrastructures	Incremental	45%	55%	65%	70%	75%	80%	Conduct preventative maintenance	Maintenance of government infrastructure		1,000,000	Development Planning	

facilities.																
By 2022 all policies and regulations to strengthen regional planning and development is implemented to enhance service delivery at regional and local levels.	Good governance	Improve Regional Planning & Coordination	% Improvement on Integrated Regional Planning	Stakeholders participation in Regional Development Planning	Incremental	25%	30%	35%	40%	45%	50%	Strengthen Regional Development Planning	Capacity Building for Development Committees		1,000,000	Development Planning
													Town Planning		3,000,000	Development Planning
													Regional Development Coordination		250,000	Development Planning
	Accelerate sustainable development	Ensure improved Public Service Delivery	# of implementation on the decentralization of functions	Key public services that are to be decentralized & prioritized in the regions up to the grass roots level, as per the Decentralization Policy	Absolute	4	2	1	1	1	1	Provision of Regional & Local Government Services Integration	Decentralization Implementation			
	Operational excellence	Enhance Organizational	% of overall strategy execution	The execution of all yearly targets through each Annual Plan,	Absolute[-]	70	85	100	100	100	100	Performance Improvement	Performance Management (PMS, BPR,			Performance Management (PMS,

	nce	Perfor mance		with the aim to achieve the overall implementation of the Strategic Plan.									Charters)			BPR, Charters)
			% staff satisfaction	The satisfaction of staff members in terms of Organisational leadership, working environment and staff wellbeing.	Incremental	75%	80%	85%	90%	95%	100%		Employee Wellness	500 000		HR Management
			% customer satisfaction	The perception of citizens in terms of service delivery	Incremental	50%	65%	75%	85%	95%	100%		Service delivery	200 000		HR Management
			% of key processes streamlined	Business processes that has an impact on customers and stakeholders needs, re-engineered and implemented	Incremental	60%	70%	80%	90%	95%	100%		Business process re-engineering	300 000		HR Development
			% of key services accessed online	The KPI measures the efficiency and accessibility of the Regional Council's key	Incremental	30%	45%	50%	55%	60%	65%		Online service accessibility	1 000 000	Administration	ICT Infrastructure

				services on line by all clients/customers.													
			% compliance to OAG statutory requirement	The compliance of budget execution in accordance to all OAG requirements	Absolute[-]	80%	100%	100%	100%	100%	100%		Compliance with statutory requirements	500 000			Financial Management & Audit Service
																	Capital Projects
																	Auxiliary Services

6. RISK ASSESSMENT

This strategic plan can only be realized through allocation of resources, effective communication, planning and coordination. It should be well understood and owned by all stakeholders, for it to be successfully implemented. Implementation of this strategic plan will require commitment and support of top leadership and management. The following risk factors are identified and should be mitigated:

- Open and effective communication,
- Highly motivated & capacitated staff
- Approval and Buy-in from Council ,
- Prioritize resources and mobilize them accordingly, and
- Ensure review, monitoring and evaluation.

8. CRITICAL SUCCESS FACTORS

8.1 Good Governance

The Oshikoto Regional Council will implement the Performance Management System and ensure that all staff members understand the importance of the PMS. The Council will equally instill its Core Values in all its employees and ensure that all its employees are accountable for all their actions.

8.2 Capacitated Human Resources

The Council will place great emphasis on capacity building and ensure that its staff members deliver quality services to its customers. To maintain and offer quality service requires continuous acquisition, development and retention of a diverse and high performing workforce.

8.3 Stakeholder Relations

Council will continuously foster and maintain a positive image and good working relations with all its stakeholders.

9. Appendix: Stakeholders Analysis

NAME OF STAKEHOLDER	WHAT ARE THEIR NEEDS AND EXPECTATIONS	WHAT DO YOU EXPECT FROM THEM	WHAT IS THE IMPACT OF THE RELATIONS
Employees	<ul style="list-style-type: none"> • Conducive Working Environment 	<ul style="list-style-type: none"> • Commitment • Productivity • Teamwork • Confidentiality • Professionalism 	<ul style="list-style-type: none"> • Improved service delivery
Business Community/Investors	<ul style="list-style-type: none"> • Conducive political environment • Effective & Efficient services 	<ul style="list-style-type: none"> • Honesty • Social Responsibility • Employment creation • Compliance to laws 	<ul style="list-style-type: none"> • Development of the region
Tourists	<ul style="list-style-type: none"> • Secured Environment • Excellent services 	<ul style="list-style-type: none"> • Loyalty • Marketing • Compliance to laws 	<ul style="list-style-type: none"> • Investment • Marketing abroad
OMAs	<ul style="list-style-type: none"> • Collaboration • Coordination 	<ul style="list-style-type: none"> • Cooperation 	<ul style="list-style-type: none"> • Improved service delivery • Improved communication
Communities	<ul style="list-style-type: none"> • Quality & consistent services • Consultations • Inclusivity • Honesty • Transparency 	<ul style="list-style-type: none"> • Participation • Cooperation • Honesty 	<ul style="list-style-type: none"> • Community development • Improved livelihoods • Improved communication
Trade Unions	<ul style="list-style-type: none"> • Good faith • Negotiations • Compliance to Laws 	<ul style="list-style-type: none"> • Good Faith • Negotiations • Compliance to Laws 	<ul style="list-style-type: none"> • Harmonious working relations • Good faith
Donors	<ul style="list-style-type: none"> • Accountability 	<ul style="list-style-type: none"> • Support 	<ul style="list-style-type: none"> • Improved relations • Cooperation
Local Authorities	<ul style="list-style-type: none"> • Cooperation • Support 	<ul style="list-style-type: none"> • Cooperation • Compliance • Consultations 	<ul style="list-style-type: none"> • Improved coordination
Traditional Authorities	<ul style="list-style-type: none"> • Recognition • Consultations 	<ul style="list-style-type: none"> • Cooperation • Compliance • Consultations 	<ul style="list-style-type: none"> • Mutual understanding
State Owned Enterprises (SOEs)	<ul style="list-style-type: none"> • Consultations • Compliance 	<ul style="list-style-type: none"> • Quality service • Social responsibility • Consultations 	<ul style="list-style-type: none"> • Improved service delivery
Non-Governmental	<ul style="list-style-type: none"> • Support 	<ul style="list-style-type: none"> • Consultations 	<ul style="list-style-type: none"> • Improved

Organisations (NGOs)	<ul style="list-style-type: none"> • Consultations 	<ul style="list-style-type: none"> • Acknowledgement 	relations
Media	<ul style="list-style-type: none"> • Openness • Information Sharing 	<ul style="list-style-type: none"> • Objective reporting • Coverage of events 	<ul style="list-style-type: none"> • Improved awareness and understanding • Improved education and entertainment
Politicians	<ul style="list-style-type: none"> • Implementation of lawful decisions • Advice • Information sharing • Accountability 	<ul style="list-style-type: none"> • Cooperation • Consultations • Exemplary • Confidentiality 	<ul style="list-style-type: none"> • Harmonious working relations