

Erongo Regional Council



Annual Report

2008-2009

2008-2009



Plan together; develop together

Erongo Regional Council
Annual Report 2008-2009

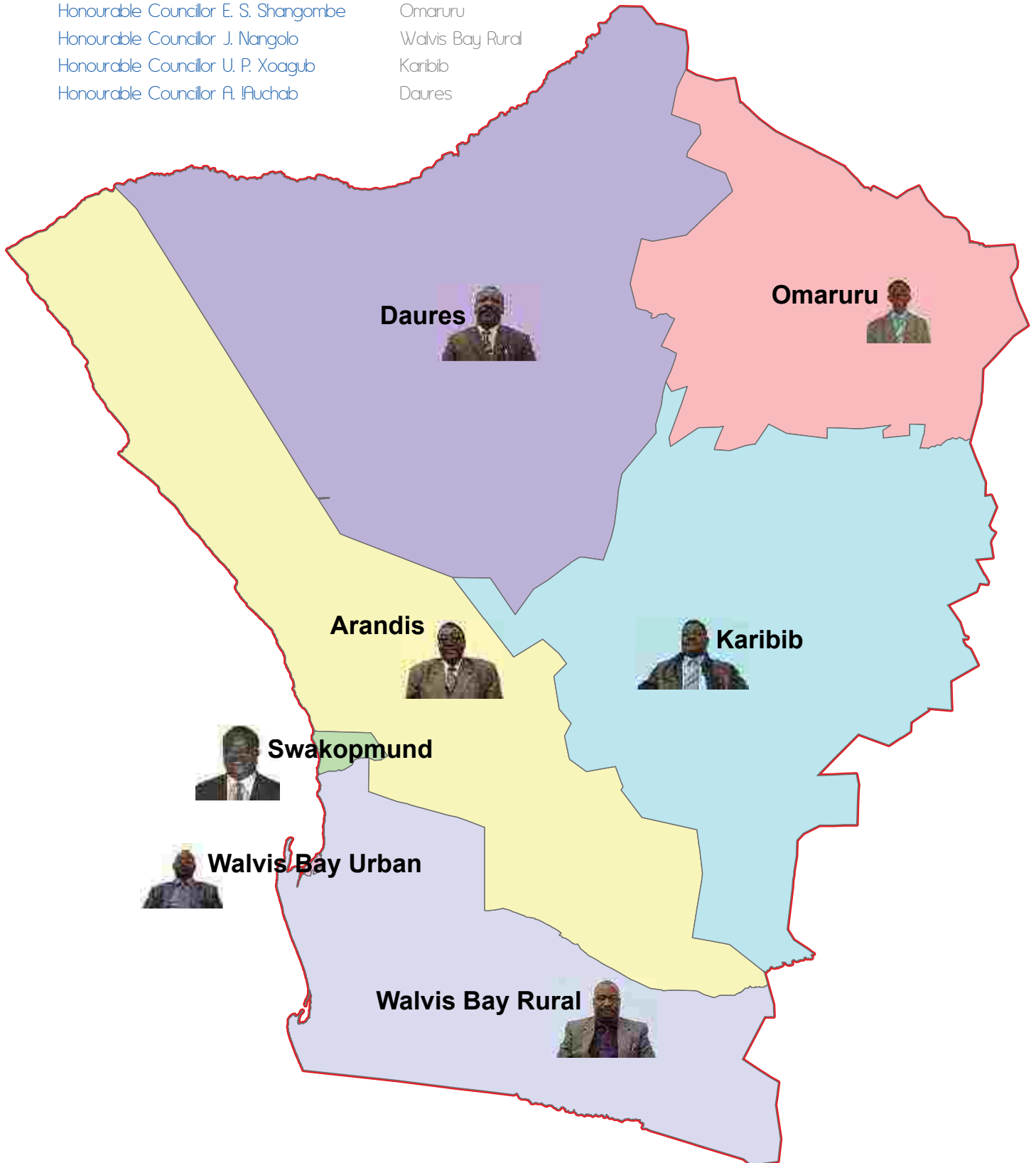


Plan together; develop together

Erongo Region Constituencies

Honourable Councillor A. K. Kapere
Honourable Councillor H. L. Ndemula
Honourable Governor S. S. Nuyoma
Honourable Councillor E. S. Shangombe
Honourable Councillor J. Nangolo
Honourable Councillor U. P. Xoagub
Honourable Councillor A. Ifuchab

Arandis
Walvis Bay Urban
Swakopmund
Omaruru
Walvis Bay Rural
Karibib
Daures



VISION

To become the leading Regional Council in socio-economic development.

MISSION

The Erongo Regional Council, committed to sustained regional development, will serve its customers through the delivery of prompt and accurate services by always striving for customer service, while remaining transparent and maintaining good partnerships.

VALUES

Customer excellence: To identify the needs and expectations of our target market and attend to them quickly and with care for our clients; furthermore to continuously solicit for ways to improve and maintain excellent service to our clients.

Integrity: To be committed to maintain the same conduct and behaviour that we verbalise, to remain honest in all our dealings and to build trust in others and ourselves.

Partnerships: To assure stakeholders of our dedication by working as a team to manage the region to their advantage in accordance with the rational principles entrenched in our distinctive legislation, and to maintain proper consultation with stakeholders with the utmost care.

Good governance: To manage the region and its resources by maintaining clear standards and measures and by rendering prompt action; and also with personal attention, professional appearance and conduct and the continuous improvement of excellence.

Transparency: To adhere to ethical standards and legal requirements in all the operations of the Erongo Regional Council, by being honest, fair, open and equitable in everything we do and say.

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Foreword By

The Honourable Governor S.S. Nuuyoma



This Annual Report should be seen as Council's transparency in conducting its activities within the Erongo Region. The Council has committed itself to sustainability and regional development by providing a proper service to residents. The honourable councillors and the Council's staff are determined to deliver the service as required by all the residents of this region to the best of their ability.

We as an institution value sharing and communicating information on decentralisation to the people in our region as one of the prerequisites for a successful implementation of the decentralisation policy. The Government of the Republic of Namibia has recognised that, for a successful transfer of political, financial and administrative powers to the political leadership and to concretise democracy at regional level, the regional councillors should fully understand and appreciate their political role and responsibility under decentralisation. We know that the decentralisation process in Namibia is part of the democratic process of governance.

Public announcements point to Government's desire to reflect credibility, transparency and efficiency in the execution of programmes for

economic development. The persistent search for poverty reduction, creation of employment opportunities and general improvement of living conditions and social services, can be achieved if all stakeholders work together as a team. For the communities in our region, decentralisation means bringing government closer to the people and delivering basic and essential services in the region, thereby encouraging local rural development and creating better living standards. The Council supports the principles of good governance, which promote the participation of civil society in planning and decision-making processes as well as in implementing projects and programmes that affect them.

Decentralisation is one of the tools for facilitating public participation in the running of government

affairs at local and regional levels. It also ensures accountability, transparency, responsiveness and effectiveness in public spending and service delivery. It is therefore the wish and the expectation of the government of the Republic of Namibia that

regional councillors and their administrative staff be expected to do everything possible to prevent corruption and other malpractices.

S.S. Nuuyoma

Governor Erongo Region



Executive Summary By The Chief Regional Officer



The principal focus of the Erongo Regional Council is the development of the region with the ultimate aim of sustainable development to secure basic excellent services to the people. The Erongo Regional Council has devoted most of its resources to participating in strategic events to achieve its set goal. In an effort to enhance democratic participation, constituency offices are being built in each constituency, while staff members at these offices get priority for ongoing capacity building. For effective implementation of policies and the carrying out of functions, the majority of the staff have been capacitated through training courses.

The Erongo Regional Council as a democratic institution has engaged all important stakeholders in achieving its goals. The role that honourable councillors play is of cardinal importance for communication and decision making. The Erongo Regional Council is very thankful to its elected councillors and committed staff who, through team efforts, continue to deliver services to the people/customers. With the major challenges of decentralisation, the Erongo Regional Council is ready to deliver services to its people. We believe that added responsibility will be handled with enthusiasm and professionalism. Finally, our efforts and success are notably supported by our line ministry and we look forward to strengthening our working relations with the central government

ministries/agencies and offices. Delegates from the Erongo Regional Council attended several international establishments with a view to establishing relationships for development cooperation.

The Erongo Regional Council identified the following objectives for the short to medium term (one to five years):

- Implementation of the decentralisation process by the end of 2010
- Implementation of the Human Resources Strategic Plan by 2009 that will enhance the HR capacity and create a working environment conducive for improved service delivery

- Construction of rural infrastructure by 2010 (constituency offices, administrative offices, settlement areas, basic services to the settlement areas), and
- Mobilising (sourcing and investing) finances annually needed by the Regional Council.

Development of the Erongo Region cannot be achieved by the Erongo Regional Council alone but needs the involvement of stakeholders such as the mining, fishing and tourism sectors as well as business and local authorities. We believe that this is the way to overcome the challenges of HIV/Aids, poverty reduction and economic advancement. Therefore the Erongo Regional Council continues *to plan together and work together*.

POWERS, FUNCTIONS, DUTIES, RIGHTS AND OBLIGATIONS OF THE REGIONAL COUNCIL

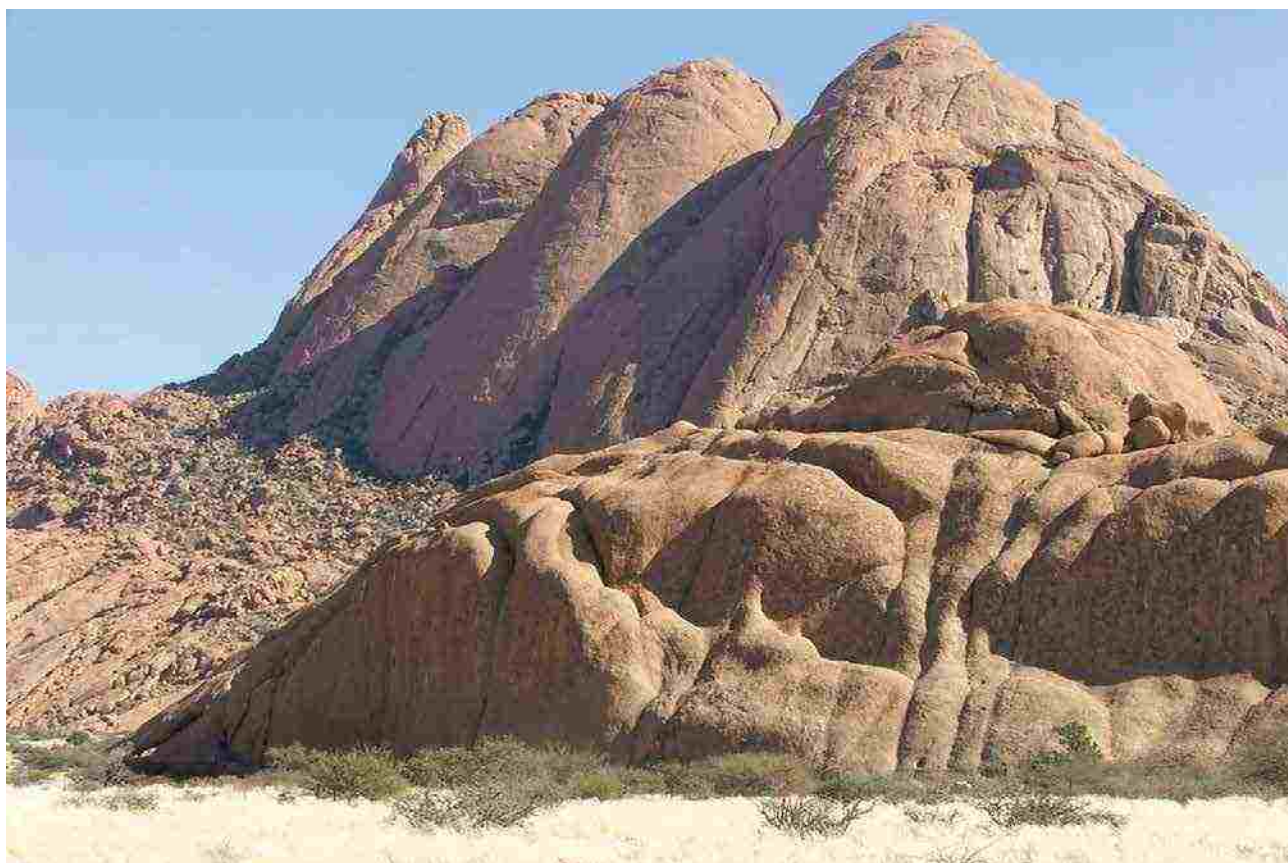
In addition to the powers conferred upon a Regional Council by Article 108 of the Namibian Constitution or any other provision of the Regional Council Act No. 22, 1992, a Regional Council has the power

- to undertake, with due regard to the powers, duties and functions of the National Planning Commission referred to in Article 129 of the Namibian Constitution and any other law relating to planning, the planning of the development of the region
- to exercise in connection with its region such powers, and to perform the duties and functions connected with such powers as may be delegated by the President to the Regional Council in terms of Section 29
- to, subject to the provisions of Part VII, establish, manage and control settlement areas
- to make recommendations to the Minister in relation to the exercising, in relation to a local authority situated within its region, of any power conferred upon the Minister under the Local Authorities Act No. 23, 1992.
- to advise the President or any Minister on any matter referred to the Regional Council by the President or such a Minister
- to assist any local authority council in exercising or performing its powers, duties and functions
- to make, for the purpose of the preparation of the estimated expenditure to be presented to the National Assembly in terms of Article 126 of the Namibian Constitution, recommendations to the Minister of Finance in so far as it relates to matters concerning its region
- to establish from time to time such committees as it may deem necessary to advise it in the exercising any of its powers or the performing of any of its duties or functions and may appoint such persons as it may deem fit, to be members of such committees
- to acquire, hire or hypothecate, let, sell or otherwise dispose of movable property with the approval in writing of the Minister previously obtained in general or in every particular case and subject to such conditions, if any, as may be determined by him or her
- to guarantee the due fulfilment of the contracts and obligations of any persons, and enter into surety bonds or deeds of security
- to accept, with the approval in writing of the Minister previously obtained in every particular case and subject to such conditions as may be determined by him or her, donations and to so receive monies offered to it and to so make recommendations regarding all expenses in connection with its establishment and administration, and
- to exercise any power assigned to regional councils by the laws governing communal land which vests in the Government of Namibia by virtue of the provisions of Schedule 5 to the Namibian Constitution, or any other power so assigned by any other law, and may, generally, do anything that is necessary or conducive to the exercising of its powers or the performance of its duties and functions in terms of the Act.

Abbreviations and Acronyms

AGM	Annual General Meeting
ART	Anti Retroviral Treatment
BTP	Build Together Programme
CCO	Chief Control Officer
CDC	Constituency Development Committee
CRO	Chief Regional Officer
DAC	District Aids Committee
DDDA	Decentralised Demand Driven Action
DED	Deutscher Entwicklungsdienst
DFID	Department for International Development
DRWS	Department of Rural Water Supply
ECN	Electoral Commission of Namibia
EDF	Erongo Development Fund
ERC	Erongo Regional Council
ERSMA	Erongo Region Small Miners Association
FNB	First National Bank
FWU	Fish Workers' Union
GAAP	Generally Accepted Accounting Practice
GRN	Government of the Republic of Namibia
HBC	Home-based Care
HIV/Aids	Human Immunodeficiency Virus/Acquired Immuno Deficiency Syndrome
HR	Human Resources
ICZM	Integrated Coastal Zone Management
IDEP	International Day for the Eradication of Poverty
IFRS	International Financial Reporting Standards
IGAS	Income-generating Activities
JICA	Japan International Cooperation Agency
LADC	Local Authority Development Committee
LDC	Local Development Committee
MAWF	Ministry of Agriculture, Water and Forestry
MFMR	Ministry of Fisheries and Marine Resources
MGECW	Ministry of Gender Equality and Child Welfare
MOE	Ministry of Education
MOHSS	Ministry of Health and Social Services
MRLGHRD	Ministry of Regional and Local Government, Housing and Rural Development
MTI	Ministry of Trade and Industry
MWTC	Ministry of Works, Transport and Communication
NACOMA project	Namibian Coast Conservation and Management project
NANTU	Namibia National Teachers' Union
NAPWU	Namibian Public Workers' Union

NBV	Net Book Value
NDF	Namibian Defence Force
NDP	National Development Plan
NGO	Non-governmental Organisation
NPCS	National Planning Commission Secretariat
OD	Organisational Development
OPM	Office of the Prime Minister
OVC	Orphans and Vulnerable Children
PAC	Personnel Advisory Committee
PIF	Project Identification Form
PLWHA	People Living with HIV/Aids
PPA	Participatory Poverty Assessment
PPP	Public Private Partnership (Joint Venture Agreement)
PSM	Public Service Management
RACOC	Regional Aids Coordinating Committee
RDP	Regional Development Plan
RPRP	Rural Poverty Reduction Programme
SADC	Southern African Development Community
SDC	Settlement Development Committee
SME	Small and Medium Enterprises
SSM	Small-scale mining
TRC	Teachers' Resource Centre
UNDP	United Nations Development Programme
WFD	World Food Day



Part A: Directorate: Human Resources, Finance and Administration



Mr D. Buchani

Director : Human Resources, Finance and Administration

Mr S. D. Kapinga - Deputy Director : Administration

Ms S. Kauari - Deputy Director : Human Resources

Ms M. Kamwi - Deputy Director : Finance

1. INTRODUCTION

The Directorate of Human Resources, Finance and Administration is mandated to mobilise resources, coordinate activities and render sound support services to the Erongo Regional Council. In pursuit of the ERC mission, the Directorate has an overall responsibility through service delivery to create a conducive environment for the socio-economic development and growth of the region.

The Director is the head of the Directorate, which consists of three divisions: Human Resources Management, Finance and Administration headed by deputy directors. The Directorate's resources are diversified and operate at the regional office, constituency offices and settlement areas.

2. DIVISION: HUMAN RESOURCES MANAGEMENT

2.1 OBJECTIVE

The division is responsible for providing technical and administrative support to the Council, which enables the Council to make just and informed decisions to ensure the application of fair human resource policies and practices.

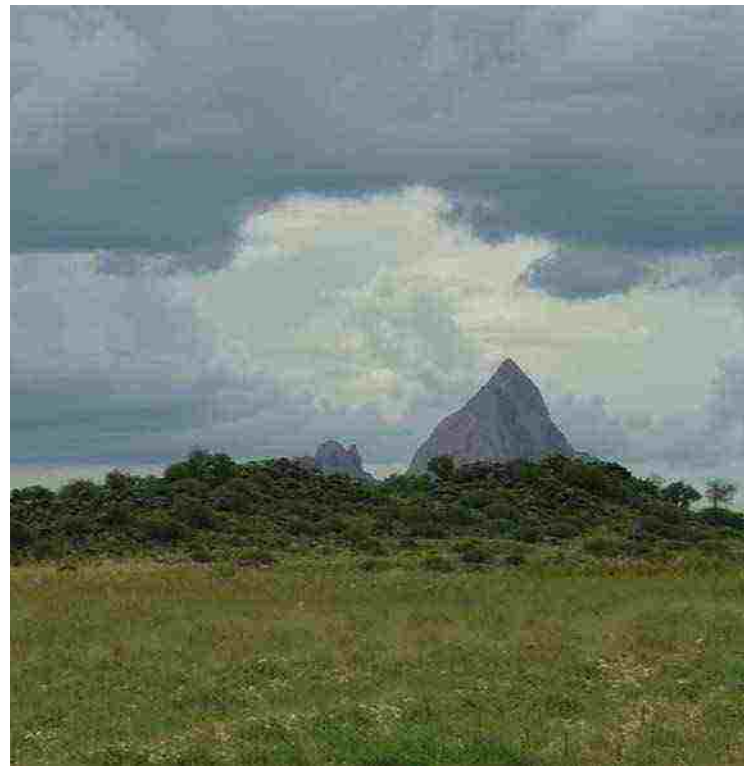
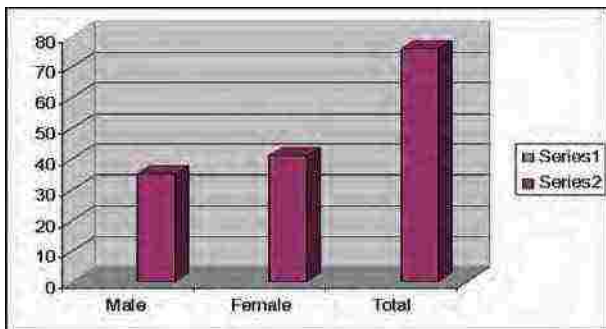
The division is also tasked with the coordination of the training function of the Council together with the members of the Training Committee through identifying staff members for training courses or workshops as part of the capacity building process.

2.2 SUMMARY OF STAFFING AT THE ERC

A. NUMBER OF APPROVED POSTS: 100

B. POSTS CURRENTLY FILLED: 76

Male	Female	Total
35	41	76



C. APPOINTMENTS: (BALANCE STRUCTURING - GENDER: MALE/FEMALE)

Management cadre		Non-management cadre		Total	
Male	Female	Male	Female	Male	Female
1	0	3	4	4	4

D. MANAGEMENT CADRE: (MALE/FEMALE)

Management cadre		Total	
Male	Female	Male	Female
5	2	5	2

E. NON-MANAGEMENT CADRE

Non-management cadre		Total	
Male	Female	Male	Female
30	39	30	39

F. STAFF MEMBERS ON PROBATION

REASONS	TOTAL
Outstanding progress reports or confirmations	1
Probation extended	
Probation period not completed	11
SUBTOTAL	12

G. TURNOVER: STAFF MEMBERS WHO LEFT THE COUNCIL FOR VARIOUS REASONS

REASONS	MANAGEMENT CADRE		NON-MANAGEMENT CADRE		TOTAL
	Male	Female	Male	Female	
Demise			1		1
Retirement at age 60			1		1
Resignation				2	2
Transfer and promotion		1	1		2
Total		1	3	2	6

H. CAPACITY BUILDING

Management cadre		Non-management cadre		Total	
Male	Female	Male	Female	Male	Female
	1	1	3	1	4

I. STAFF DEVELOPMENT

A. Qualifying Training

Number of staff members who benefited	Type of training
3	Certificate in Local Government Training
1	Masters in Development Finance
2	Bachelor in Human Resources
1	Bachelor of Office Management and Technology
1	Higher Diploma in Business Information Systems
1	National Diploma in Information Technology
1	Certificate in HIV/Aids Management
1	Bachelor of Administration
3	Executive MBA
1	B.Com Financial Management

B. Non-Qualifying Training

Number of staff members who benefited	Type of training
2	Professional Skills for Executive Secretaries
1	Human Resource Management
2	Course on New Labour Act
1	Basic Course Adobe In Design and Advance C.I
11	Constituency Development Programme - IMLT

2.3 OTHER HUMAN RESOURCES ACTIVITIES

A. PASTEL TRAINING

Both divisions of Finance and Human Resources represented by deputy directors, HR practitioners and accountants attended the abovementioned training in Windhoek, offered by PASTEC.

B. SALARY ADJUSTMENTS: PSMC NO. 2 OF 2008

The division dealt with the adjustments of salaries of all concerned staff members. Eighty-seven (87) letters and advices pertaining to the abovementioned matter were prepared and forwarded to all staff members.

C. STRATEGIC PLAN OF THE ERONGO REGIONAL COUNCIL

The division participated during the various phases in the development of the Strategic Plan of the Council and a plan of action for the financial year 2008/2009 was developed accordingly. A representative from the division attended a one-day stakeholders' workshop to finalise the draft Strategic Plan of the Council. It has now reached the final stage.

D. ORGANISATION DEVELOPMENT PROGRAMME

The Governor, CRO, Director: Planning and Development and the Deputy Director: Human Resources, were invited to a one-day Round

Table meeting in Windhoek. The aim was to share information on how the Council had benefited from the OD programme so far.

E. AGENDA FOR BOTH MANAGEMENT AND COUNCIL MEETINGS (IN CAMERA)

The division prepared the minutes and agendas of both Council Management Committee and Council meetings on issues related to personnel management for their recommendations and approval. The division was tasked to prepare invitation letters to panel members for the advertised posts, and it also served as secretary during the interviews, preparing submissions for Council as well as the Public Service Commission on staffing matters.

F. CHALLENGES

Challenges facing this division are the high staff turnover in the Division of Finance (account assistant) and shortages of skilled personnel in the market for the position of Deputy Director: Technical Services. The ERC is currently relying on experts from outside, which is costly in the long run.

3. DIVISION: FINANCE

3.1 OBJECTIVES

The objective of the Finance Division is to provide efficient and effective financial support to the entire Council. It ensures adherence to the State Finance,

Treasury Instructions, Tender Board Procedures as well as the Regional Council Act, 1992 (Act No. 22 of 1992) and also compliance with Generally Accepted Accounting Standards (GAAP) in line with the newly adopted reporting standards of the International Financial Reporting Standards (IFRS).

3.2 BUDGET 2008/2009

The budget for the financial year 2008/2009 was compiled, approved by the Regional Council and submitted to the Ministry of Regional and Local Government, Housing and Rural Development for the Minister's authorisation. Amounts of N\$17,616.000 and N\$24,577.000 respectively were approved for recurrent and capital projects.

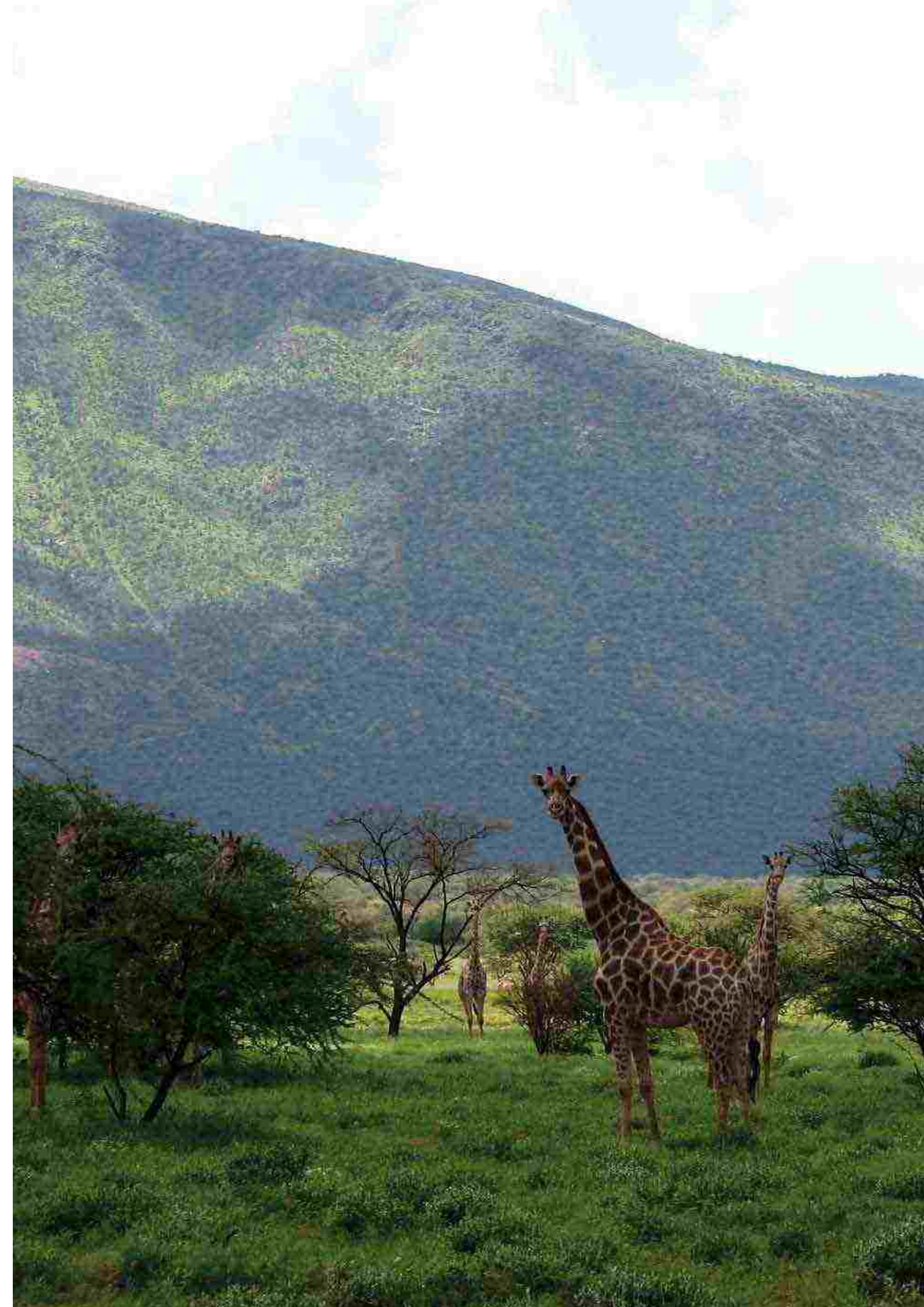
No virementations were requested in the financial year 2008/09.

3.3 ANNUAL FINANCIAL STATEMENTS

The Erongo Regional Council's books for the financial year ended 31 March 2008 were audited by the office of the auditor general. The auditor general's report for the above-mentioned report had not yet been received at the time of the publishing of the annual report.

The following are the submitted but as yet unaudited annual financial statements for the financial year ended 31 March 2009.





ERONGO REGIONAL COUNCIL

CASH FLOW STATEMENT

for the year ended 31 March 2009

	Notes	2009 N\$	2008 N\$
Cash flows from operating activities			
Surplus/(Deficit)		4,822,008	6,009,529
Adjustments for:			
Depreciation		1,370,990	1,195,090
Investment income		(3,835,729)	(2,898,304)
Interest expense		-	6,705
Decrease/(Increase) in trade and other receivables		2,913,579	(2,011,002)
Increase/(Decrease) in trade payables		<u>55,551</u>	<u>(695,400)</u>
Cash generated from operations		<u>5,326,399</u>	<u>1,606,618</u>
Interest paid		<u>-</u>	<u>-</u>
<i>Net cash from operating activities</i>		<u>5,326,399</u>	<u>1,606,618</u>
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(8,111,850)	(278,363)
Investment in Capital Projects		(3,074,903)	(4,049,728)
Proceeds from sale of equipment		-	-
Interest and Dividends received		<u>3,635,339</u>	<u>2,898,304</u>
<i>Net cash used in investing activities</i>		<u>(7,551,414)</u>	<u>(1,429,787)</u>
Net increase in cash and cash equivalents		(2,225,015)	176,831
Cash and cash equivalents at the beginning of the period		<u>33,465,902</u>	<u>33,289,071</u>
Cash and cash equivalents at the end of period		<u>31,240,887</u>	<u>33,465,902</u>

ERONGO REGIONAL COUNCIL
ANNUAL FINANCIAL STATEMENTS

For the year ended at 31 March 2009

Organisation Information

Physical Address
Erongo Regional Council
Acacia Building
Tobias Hainyeko Street
Swakopmund
Namibia

Postal Address
Private Bag 5019
Swakopmund
Namibia

Bankers
NedBank Limited

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The Financial Statements set out on pages 3 to 9 were signed and approved by the Chief Regional Officer on 2010

Chief Regional Officer

ERONGO REGIONAL COUNCIL

INCOME STATEMENT

for the year ended 31 March 2009

	Notes	2009 N\$	2008 N\$
INCOME			
Government Transfers Mrlghrd		13,163,000	12,463,000
Rates (5%) Levy from Local Authorities	3	3,826,147	7,062,454
Grants and Donations		-	-
Revenue from Settlement Areas		420,611	331,156
Interest & Dividends Received		3,635,339	2,898,304
Other income	4	449,357	104,316
Sub Total		21,494,454	22,859,230
Delegated Functions	5	14,014	194,844
Total Income		21,508,468	23,054,074
EXPENDITURE			
		16,622,568	16,980,181
Personnel Expenditure		9,485,840	8,555,776
Transport Cost		705,397	971,012
Subsistence and Travel		885,700	912,750
Property Rental		87,046	95,930
Utilities		1,623,745	1,599,361
Maintanance Expenses		332,734	380,710
Depreciation Expenses		1,370,990	1,195,090
Settlement Areas		-	-
Bank Charges		29,318	6,705
Other Expenditures		1,950,133	1,322,261
Subsidies, Grants and Contributions Paid		151,665	1,940,586
Sub Total		16,622,568	16,980,181
Delegated Functions	5	63,892	64,366
SURPLUS / DEFICIT		4,822,008	6,009,527

ERONGO REGIONAL COUNCIL

BALANCE SHEET

for the year ended 31 March 2009

	Notes	2009 N\$	2008 N\$
ASSETS			
Non - Current Assets			
Property, plant and equipment	2	28,271,408	25,152,846
Investments	6	-	3,600,000
Current Assets			
Bank and cash	7	31,240,887	29,865,901
Accounts Receivable	8	3,263,189	6,176,768
Investments	6	4,110,000	-
TOTAL ASSETS		66,885,484	61,195,515
EQUITY AND LIABILITIES			
Capital Reserves			
Accumulated Surplus / (deficit)		41,836,114	39,276,599
Development Fund: Capital Projects		24,054,707	20,979,804
Development Fund: Build Together		740,841	740,841
Non - Current liabilities			
Long-Term Loans		-	-
Current liabilities			
Accounts Payable		253,822	198,271
TOTAL EQUITY AND LIABILITIES		66,885,484	61,195,515

ERONGO REGIONAL COUNCIL
NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended at 31 March 2009

1. Accounting policies

The annual financial statements are prepared under the historical cost convention. The following accounting policies are consistent, in all respect, with those of the previous year:

1.1 The annual financial statements are prepared in line with the accrual concept. It should be noted, however, that income and expenditure in relation to Delegated Functions is accounted for during the year on a cash accounting concept in line with the State Finance Act, 1992; However, since all liability in relation to Delegated Functions remains with the relevant Line Ministry and all unexpected Delegated Funds are returned to the State Account as at 31 March, this does not materially affect the Regional Council's Financial Statements.

1.2 All Fixed Assets are stated at historical cost less Accumulated Depreciation. Depreciation is calculated using the straight line method to write off the cost of each asset over the estimated useful life as follows:

Buildings	50 years	2%pa
Machinery and Equipment	5years	20%pa
Motor vehicles	5years	20% pa
Office Furniture and Equipment	3years	33.33%pa
Computer equipment	3years	33.33%pa

ERONGO REGIONAL COUNCIL

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended at 31 March 2009

2. Property, plant and equipment

	Work in Progress	Land	Buildings	Machinery, Equipment & Vehicles	Office Furniture, Equipment & Computers	TOTAL
As at 31 March 2009						
Cost as at 1 st April 2008	7,255,275	162,901	11,550,000	1,899,964	1,879,797	22,747,937
Additions	7,337,234	32	-	664,613	109,971	8,111,850
Revaluations	-	-	-	-	-	-
Cost as at 31st March 2009	14,592,509	162,933	11,550,000	2,564,577	1,989,768	30,859,787
Depreciation as at 1 April 2008	-	-	231,000	355,609	608,481	1,195,090
Charge for the year	-	-	231,000	512,086	650,203	1,393,289
Accum Depre as at 31st March 2009	-	-	462,000	867,695	1,258,684	2,588,379
NBV as at 31st March 2009	14,592,509	162,933	11,088,000	1,696,882	731,084	28,271,408
As at 31 March 2008						
Cost as at 1 st April 2007	3,205,547	162,901	11,550,000	1,719,146	1,782,252	18,419,846
Additions	4,049,728	-	-	180,818	97,545	4,328,091
Revaluations	-	-	-	-	-	-
Cost as at 31st March 2008	7,255,275	162,901	11,550,000	1,899,964	1,879,797	22,747,937
Depreciation as at 1 April 2007	-	-	-	-	-	-
Charge for the year	-	-	231,000	355,609	608,481	1,195,090
Accum Depre as at 31st March 2008	-	-	231,000	355,609	608,481	1,195,090
NBV as at 31st March 2008	7,255,275	162,901	11,319,000	1,544,355	1,271,316	21,552,847

ERONGO REGIONAL COUNCIL
NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended at 31 March 2009

3. Rates Levy 5% from Local Authorities

	<u>2009</u>	<u>2008</u>
	<u>N\$</u>	<u>N\$</u>
Swakopmund	1,490,697	2,237,096
Walvis Bay	1,821,357	3,233,001
Henties	297,503	430,966
Omaruru	-	57,486
Usakos	-	715,000
Arandis	216,590	191,000
Karibib	-	197,905
Uis	-	-
	<u>3,826,147</u>	<u>7,062,454</u>

4. Other income

Tender fees received	24,600	15,692
Profit / loss on sale of fixed assets	3,239	7,645
Commission received	200,398	12,538
Property rentals income	220,491	68,440
Discount received	629	-
	<u>449,357</u>	<u>104,315</u>

5. Delegated Functions

	<u>2009</u>	<u>2008</u>
Line Ministry	<u>N\$</u>	<u>N\$</u>
INCOME		
MRLGHRD	-	-
MGECW	8,000	188,078
MOHSS	-	-
OPM	6,014	6,766
KRC - HIV AIDS	-	-
MAWF	-	-
State Account	-	-
Total other income	<u>14,014</u>	<u>194,844</u>

ERONGO REGIONAL COUNCIL

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended at 31 March 2009

EXPENDITURE

MRLGHRD	-	-
MGECW	58,109	57,600
KRC-HIV AIDS	-	-
MOHSS	-	-
MAWF	-	-
OPM	6,766	6,766
Total	64,875	64,366
SURPLUS/DEFICT	(50,861)	130,478

6. Investments

	<u>2009</u>	<u>2008</u>
	<u>N\$</u>	<u>N\$</u>
StanLib (Included under bank & cash in the balance sheet)	14,070,078	12,583,029
Treasury Bills	4,110,000	3,600,000
Total	18,180,078	16,183,029

7. Cash at Bank and on Hand

	<u>2009</u>	<u>2008</u>
	<u>N\$</u>	<u>N\$</u>
Nedbank 11000033601	(671,527)	(124,141)
FNB Cheque Account 62086753748	10,165	10,127
Nedbank Call 11900002248	503,934	794,404
FNB Call 62087456531	111,505	663,809
FNB Build Together Call 62107891576	7,540	3,873
Capital Projects 11900008696	15,589,911	14,030,345
Traditional Authority 11900009862	1,331,537	1,224,548
Build Together Call Acc 11900005751	273,122	762,138
Cash on Hand	14,622	0
Total Cash at Bank and on Hand	17,170,809	17,365,104

	<u>2009</u>	<u>2008</u>
	<u>N\$</u>	<u>N\$</u>
8. Debtors		
Build Together Housing Scheme	621,631	107,723
Local Authorities	2,374,520	2,755,670
Adjustments (to be reconciled)	(282,643)	-
Water Charges		
Wlotzkasbaken	67,814	33,441

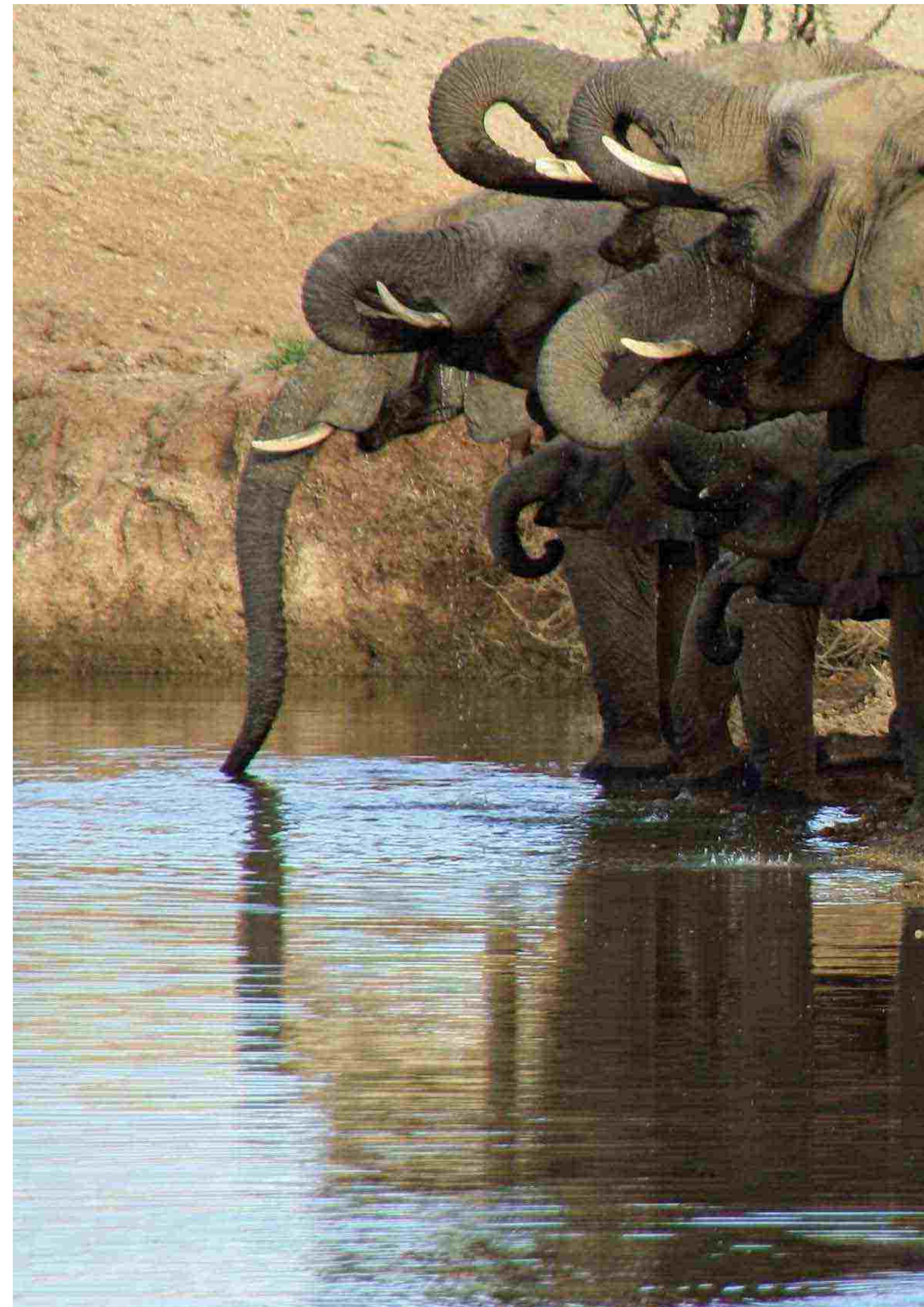
ERONGO REGIONAL COUNCIL

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended at 31 March 2009

- Otjimbingwe	455,733	376,352
Sundry Debtors: Subsistence & Travel Advance unclaimed	1,811	8,366
Sanlam pension fund	<u>24,323</u>	<u>28,823</u>
Total	<u>3,263,189</u>	<u>3,310,375</u>

	<u>2009</u>	<u>2008</u>
9. Current Liabilities	<u>N\$</u>	<u>N\$</u>
Creditors	<u>253,822</u>	<u>122,545</u>
Total Current Liabilities	<u>253,822</u>	<u>122,545</u>



4. DIVISION: ADMINISTRATION

4.1 OBJECTIVE

In order to meet some of the regional challenges, the division and its activities are all focused on the administrative and support services of the Council. The responsibilities of the division inter alia are procurement and stock control, fleet management, corporate and communication affairs and administering seven constituency offices (Swakopmund, Arandis, Karibib, Omaruru, Daures, Walvis Bay Urban and Walvis Bay Rural) including three settlement areas (Wlotzkazbaken, Otjimbingwe and Okombahe):

4.2 SUMMARY OF ACTIVITIES

4.2.1 Procurement services

- One new water tanker was acquired.
- Five Economising Committee

meetings were convened.

- The office also procured a number of consumable goods in the course of the year.

4.2.2 Stock control and stores management

- One stocktaking exercise was carried out.

4.2.3 Maintenance management

- Okombahe: Major maintenance was done on the water sewerage and reticulations network.

4.2.4 Fleet management

- Three Fleet Management Steering Committee meetings were held.
- Vehicle inspections were carried out on a monthly basis to enforce and ensure compliance with fleet management rules and regulations.



4.2.5 Tender Board/Tenders allocated

No.	Tender No.	Company	Description	Amount
1	ERC-C-002/11/08	Enda Nawa	Ablution Block Duinesig JSS	N\$257,000.00
2	ERC-C-002/11/08	Enda Nawa	Ablution Block Tutaleni PS	N\$257,000.00
3	ERC-C-002/11/08	Affordable renovations	Ablution Block Hanganeni PS	N\$260,000.00
4	ERC-C-002/11/08	Affordable renovations	Ablution Block Festus !Gonteb PS	N\$260,000.00
5	ERC-C-002/11/08	Zanja Properties Number Four	Ablution Block Flamingo PS	N\$274,600.00
6	ERC-C-002/11/08	Spes Bona renovations	Classrooms (7) Duinesig JSS	N\$109,2190.00
7	ERC-C-002/11/08	D & K Builders	Science Lab Karibib JSS	N\$558,430.00
8	ERC-C-002/11/08	Messrs Damaraland Builders	Otjimbingwe Hostel	N\$252,211.00
9	ERC-C-002/11/08	Affordable renovations	Four classrooms Kuisebmond Secondary School	N\$698,067.02
10	ERC-SM-C-001//08	Namibia Econ Development Service	Uiba Oas Cooperative Selling Market (Small Miners)	N\$486,066.44
11	ERC-S-001/11/08	Namibia Protection Services	Guarding: Karibib, Omaruru, Daures, Otjimbingwe	N\$156,024.00 p.a.
12	ERC-S-001/11/08	Cecil Security Services	Guarding: Walvis Bay Urban, Walvis Bay Rural, Arandis, ERC Office	N\$160,160.00 p.a.
13	ERC-V-001/11/08	Pupkewitz General Motors	Water Tanker Truck (Wlotzkasbaken)	N\$750,145.00
14		Novel Ford Motor	S/Cab 4x2 (Small Miners)	N\$192,009.75
15	ERC-S-002/11/2008	Horizon Building Contractor cc	Fencing sewerage ponds	N\$788,275.50
16	ERC-SM-EQ-001/07/08	A.Huster Machine Tool	5 x Compressors (Small miners)	N\$951,625.00

4.2.6 Secretarial Services

The Section: Public Relations and Meetings produced agendas and minutes of 11 Council Meetings, 11 Council Management Committee Meetings and two extraordinary Council Management Committee Meetings:

- 170th Ordinary Council Meeting: 04 April 2008
- 171st Ordinary Council Meeting: 09 May 2008
- 172nd Ordinary Council Meeting: 06 June 2008
- 173rd Ordinary Council Meeting: 04 July 2008
- 174th Ordinary Council Meeting: 01 August 2008
- 175th Ordinary Council Meeting: 05 September 2008
- 176th Ordinary Council Meeting: 03 October 2008
- 177th Ordinary Council Meeting: 07 November 2008
- 178th Ordinary Council Meeting: 05 December 2008
- 179th Ordinary Council Meeting: 06 February 2009
- 180th Ordinary Council Meeting: 06 March 2009

4.2.7 Logistic Support Services

The offices of the Walvis Bay Urban Constituency and the Omaruru Constituency assisted the Parliamentary Standing Committee on Human Resources, Social and Community Development.

The Walvis Bay Urban Constituency Offices assisted the Parliamentary Standing Committee on Economics, Natural Resources and Public Administration.

The Walvis Bay Urban Constituency Office assisted in organising the reception of the Liberian President, Her Excellency Madam Ellen Johson Sirleaf.

All seven the constituency offices assisted with the registration of war veterans.

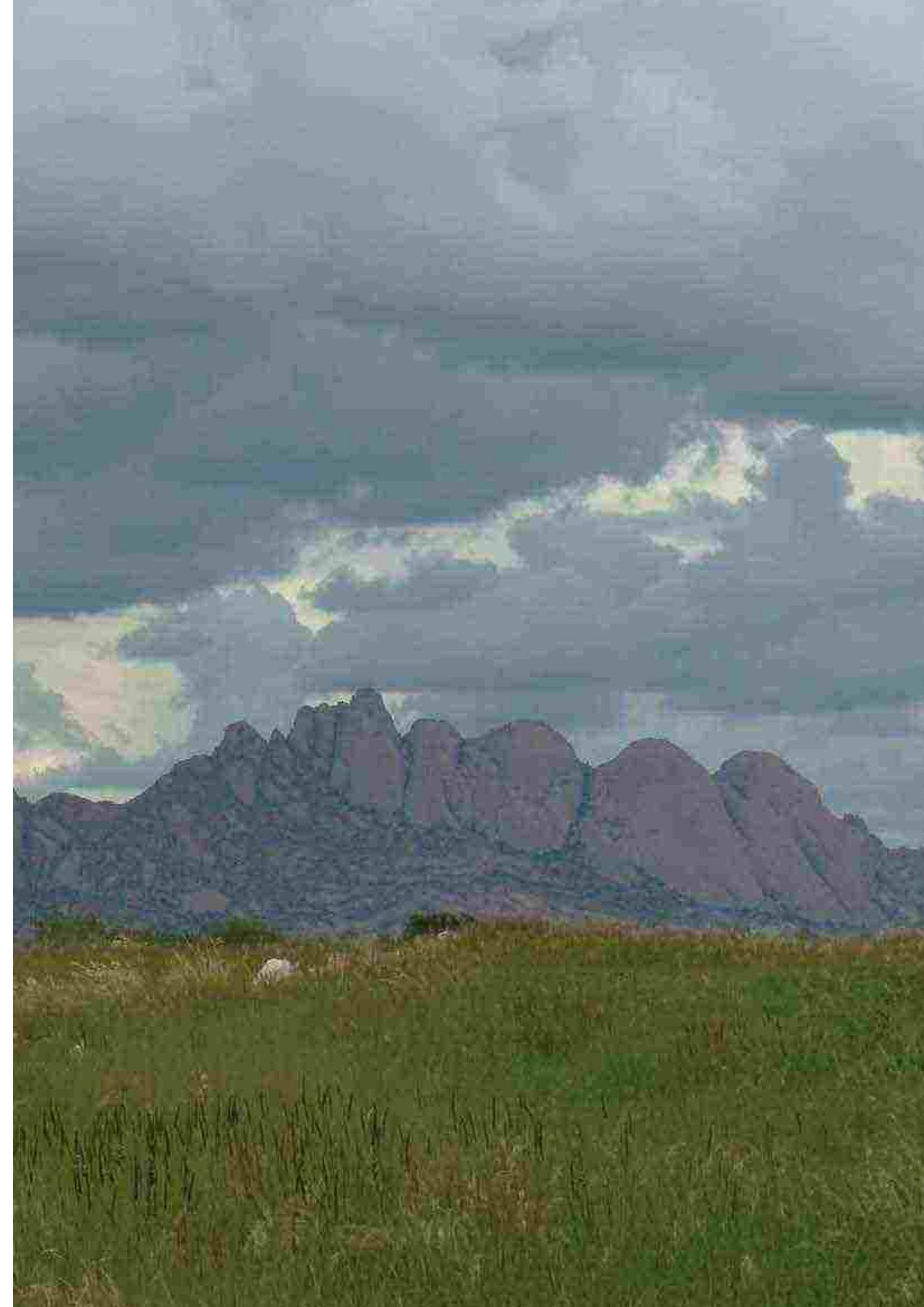
The Walvis Bay Urban Constituency Office assisted by organising various sites for the visit of the Tanzanian Prime Minister, Mizengo Kayanda Peter Pinda.

4.2.8 Community Development Services

The Omaruru Constituency Office completed the Oruue Ngatutunge Pamwe toilet project. A number of unserviceable prepaid water meters were replaced and some were repaired.

Walvis Bay Urban Constituency Office facilitated the handing over of wheelchairs to various congregations. The offices of the Walvis Bay Urban Constituency and Walvis Bay Rural Constituency successfully organised the commemoration of Heroes' day.

Daures Constituency Office successfully commemorated World Food Day at Uis.



PART B: DIRECTORATE: PLANNING AND DEVELOPMENT SERVICES



Mr T.D. !Gonteb

Director : Planning and Development Services

Mr V. Kavendjii

Deputy Director : Development Planning

Mrs R. //Hoabes

Deputy Director : Rural Services

1. INTRODUCTION

The Directorate of Planning and Development Services is responsible for carrying out the Regional Council's function of rural development and in so doing provide services to the people at grass-roots level.

The following report outlines the challenges and achievements of the Directorate of Development and Planning Services during the 2008/09 financial year. The Directorate is responsible for strengthening development-planning capacities, coordinating plan preparation, project and programme management and evaluating plan performance. Furthermore the Directorate is responsible for the overall planning framework for assisting regional planning and evaluating regional planning activities.

2. SPECIFIC OBJECTIVES

The following objectives guide the activities of the Directorate: Planning and Development Services:

- Project identification with rural communities (SDC, LDC, LADC, and CDC)
- Project implementation, monitoring and evaluation
- Identification of growth points
- Identification, designing and implementation of services (plots, water, sewerage, electricity, housing, streets, storm water drainage)
- Training of development committees
- Advising and administering the appointment of consultants
- Regional Contractor Management
- Completion of the Project Identification Forms (PIF)

- Appraisal of regional development projects and programmes
- Identification and implementation of the BTP
- Liaising with the NPCS on developmental issues
- Working in close collaboration with the Integrated Coastal Zone Management Programme, and
- Giving advice on regional development issues.



3. STRATEGIC ISSUES OF THE DIRECTORATE

STRATEGIC ISSUES	STRATEGIC OBJECTIVES
Fragmented legal framework	<ul style="list-style-type: none"> To ensure reliable and accessible quality services To streamline a relevant legal framework To develop mechanisms for optimal revenue collection
Slow pace of decentre-lisation implementation	<ul style="list-style-type: none"> To ensure regional and rural economic development To improve infrastructure in constituencies and settlement areas
Limited knowledge of ERC's mandate in communities and some local authorities	<ul style="list-style-type: none"> To sensitise stakeholders about the Regional Council's mandate
Ineffective communication	<ul style="list-style-type: none"> To improve and sustain communication and teambuilding
Unemployment	<ul style="list-style-type: none"> To create employment opportunities
Interface between political office bearers and administrators	<ul style="list-style-type: none"> To continuously sensitise political office bearers about the operational structures
HIV/Aids and tuberculosis	<ul style="list-style-type: none"> To educate the community on the prevalence of HIV/Aids and tuberculosis
Scarcity of water	<ul style="list-style-type: none"> To improve infrastructure in constituencies and settlement areas

4. STRATEGIC THEMES AND OBJECTIVES OF THE DIRECTORATE

4.1 Strategic theme: Operational efficiency Strategic objectives

- To ensure reliable and accessible quality services
- To streamline a relevant legal framework
- To develop mechanisms for optimal revenue collection

4.2 Strategic theme: Socio-economic development

Strategic objectives

- To ensure regional and rural economic development
- To improve infrastructure in constituencies and settlement areas
- To create employment opportunities
- To educate the community on the prevalence of HIV/Aids and tuberculosis
- To improve the infrastructure in constituencies and settlement areas

4.3 Strategic theme: Relationship management

Strategic objectives

- To sensitise stakeholders about the Regional Council's mandate
- To improve and sustain communication and teambuilding
- To continuously sensitise political office bearers about the operational structures

5. TYPES OF PROJECTS IMPLEMENTED BY THE DIRECTORATE

- Infrastructural development
- Construction projects
- Social development projects
- Service designs
- Town planning and surveying
- Rural electrification programme

6. CAPITAL PROJECTS IMPLEMENTED OR COMPLETED IN THE 2008/09 FINANCIAL YEAR

The capital projects implemented in the 2008/09 financial year were as follows:

6.1 Omatjete Water Network

The Omatjete Water Network project was started

in the 2007/08 financial year. The project was initially funded with N\$2 million from the MRLGHRD whilst the total project cost was about N\$5 million. The additional funding was obtained from savings from other water and service design projects.

The project started off well, however, soon after the beginning of the project the contractor experienced problems with hard rock. Since then the project has progressed very slowly. During this process, the contractor as well as the guarantor (Inscon) went bankrupt.

In July 2008, a letter was received from WML Consultants, advising on instruction of Mr M. Shikongo of the MRLGHRD that the contract of B&L Construction Services be terminated. Two options were given: (1) to call for open tenders, and (2) to invite quotations from selected tenderers to complete the rest of the remaining work.

At that stage the estimated cost to complete the work was N\$2,970,000.00. The value of the unfinished work under the terminated contract was N\$2,361,459.64

In August 2008, the Regional Council Management studied the two options and resolved that the project go out on tender again. In September 2008, a letter was sent to WML Consultants to request them to advertise the tender openly. The tender was advertised; a compulsory site meeting took place on 22 January 2009 and the tender closed on 12 February 2009. The tender documents were evaluated by the consultants and returned to the Erongo Regional Council for awarding the tender; however, the project amount was now N\$1,7 million higher than the estimated tender amount. The Directorate of Planning requested the Regional Council Management to approve an additional amount of N\$1,7 million to add to the project costs.



Omatjete Water Reticulation Project

The project will be implemented and completed in the 2009/10 financial year.

6.2 Rural Electrification Programme

The electrification work was divided into two phases due to the amount of work that needed to be undertaken. The second phase of the Rural Electrification Programme was carried out in the financial year under review. The second phase included Spitzkoppe as a priority and then areas such as /Ui-krenz, !Gai!naes, Tubusis and the areas around Otjimbingwe. The second phase was completed in May 2008.

6.3 Construction of Walvis Bay Rural Constituency Office

Surveyor C.G. Pieterse was appointed in February 2008 to do the surveying of the plots purchased for the construction of the Walvis Bay Rural

Constituency Office. After the surveying was done, amendments to the designs were finalised with L I Architects in July 2008 and the tender documents were completed in August 2008. The tender for the construction of the office ran from 12 September 2008 to 2 October 2008.

On 23 September 2008, a compulsory site visit took place with all the interested contractors. L I Architects, WCE Consultants and Jordaan Oosthuysen Nangolo Quantity Surveyors were present at the site visit. The tender closed on 2 October 2008 at 12:00 at the Erongo Regional Council Chambers.

The evaluation report was received from Jordaan Oosthuysen Nangolo Quantity Surveyors. The received and recommended tenders far exceeded the budget for the project which was only N\$1.8 million. This resulted from changes made to designs by the architects without the approval of the



Regional Council. After discussions the tender board recommended that the tender be referred back to the architects and the quantity surveyors and that they be requested to keep to the original designs.

In February 2009, the tender for the construction of the Walvis Bay Rural Constituency Office was awarded to Ruma Construction for the tender amount of N\$2,572,296.80. The construction of the office will commence in the 2009/10 financial year.

7. PROJECTS FUNDED UNDER THE 5% ASSESSMENT RATE

The following projects were funded with the 5% assessment rate for the year under review:

7.1 Fencing of Sewerage Ponds - Okombahe and Otjimbingwe

The fencing of sewerage ponds for Okombahe and Otjimbingwe was deemed very necessary for the development of the two settlement areas. The bills of quantities were compiled and went out on tender. The tender closed on 22 December 2008. The tender documents were evaluated and the tender was awarded to Mr Albert //Garob, trading as Horizon Building Contractors cc, for a tender amount of N\$788,275.50. The contract period for the project was three months and the project will be completed in the 2009/10 financial year.

7.2 Karibib Town Hall

The Erongo Regional Council approved an amount of N\$685,000.00 for the construction of the Karibib Town Hall in the 2007/08 financial year. The hall was successfully completed and inaugurated in the 2008/09 financial year.

7.3 Arandis Industrial Park

This project was approved by the Regional Council

for N\$1, 5 million in the 2007/08 financial year. The Arandis Town Council appointed Mr Andy Chase as architect to commence with the design of the Trade Complex. In addition to this, Mr Christo Pieterse, a surveyor, had already completed the demarcation of the site on which the complex was to be erected.

The project went out on tender and the first phase of the Industrial Park was completed successfully.

7.3 Swakopmund Mondesa Police Station

The project was completed successfully. The project site was handed over on 18 January 2008, which was also the project commencement date. The contract period for the project was eight months with the project completion date set at 18 September 2008. The Swakopmund Mondesa Police Station was constructed by Kunene Enterprises at a cost of N\$2,428,826,10.

8. STATUS OF SETTLEMENT AREAS

8.1 Okombahe

Okombahe was identified as a growth point with the potential of developing into a settlement area of which the town land boundaries had already been identified, surveyed and declared in September 2003.

A layout design was compiled and approved. The general layout plan was submitted to the township's board for final approval. Town land boundaries were surveyed and declared, title deeds were created for portions of land and applications served before the township's board.

Several steps remain for the completion of the Okombahe Proclamation, e.g. the registration of the general plan to establish the township and the transfer of government property.

8.2 Otjimbingwe

Town land boundaries for Otjimbingwe were identified and surveyed in 2001/02 and 2002/03 financial years and declared in September 2004. The general layout plan was also compiled, submitted and approved during the 2002/03 and 2003/04 financial years and the survey was completed in December 2006.

The surveyed plans were submitted for approval to the surveyor general's office by mid-February 2008 by the Shanyengana & Akubia Land Surveyors. Steps still to be taken for completion of the Otjimbingwe survey are, amongst others, the registration of the general plan to establish the township and the proclamation in the Government Gazette.

Daures Constituency and Kaurri-!Gaob in the Karibib Constituency. Although the PPA exercise was aimed at rural areas and one informal settlement area, Hakahana in an urban area (Omaruru) was also covered.

The findings of the assessment are presented in a document known as the Erongo Regional Poverty Profile. This profile presents findings as collected from the poor people's own voices and the realities of their lives. The assessment analysed various dimensions of poverty, provided an understanding of how people fall into and get out of poverty, the complex coping and survival strategies adopted by poor people, their most pressing problems and their solutions. The Erongo Regional Poverty Profile was launched during the 2008/09 financial year.



9. REGIONAL POVERTY PROFILE

Participatory Poverty Assessment (PPA) was conducted in the Erongo Region. PPA creates platforms for people to interact and exchange information on the level and nature of poverty. In the Erongo Region the participatory poverty assessments were conducted in six pocket areas in the rural constituencies of the region, namely Tataleni/Okahenge and Arm Street in Walvis Bay Rural Constituency, Ozongaka and Tatamusti in

10. RPRP PROJECTS

10.1 Small-scale mining

List of achievements and progress as per expected results planned for the year:

- Production of gemstones
The increase in production resulted in the total income generated from all sites to

N\$4,847,000.00. Total output can further be improved by the acquisition of tools and equipment. Negotiations for a Joint Venture Agreement (PPP) for the Plant & Tool Hire for SSM are in progress.

- **Marketing of gemstones**
The identification of markets for SSM products, participation in tourism and other shows, and the development of a marketing strategy for SSMs were the priorities for the year. The improved marketing of gemstones can mainly be attributed to the above as well as to the marketing course and two cutting and polishing courses that were presented, the latter attended by eighteen women and two men. The T-junction Market near Usakos is still under construction with the handover of the Uis Gemstone Market planned for November. These facilities will create an attractive appearance in order to enhance marketing and sales.
- **Small-scale Miners' Groups and Association**
The Erongo Region Small Miners Association (ERSMA) was registered as an Incorporated Association Not For Gain, with the Ministry of Trade and Industry (MTI) under the Companies Act, 1973. The primary objectives were to:
 - represent, protect and advance the interests of the small-scale miners in the Erongo Region
 - contribute towards the optimal and sustainable utilisation of minerals
 - further develop and manage small-scale mining
 - promote the social economic interest of its members, and
 - provide services to its members based on sound business principles.

A total of 605 members were registered by March 2009. Members were requested to submit regular

monthly safety and income reports to the Ministry of Mines and Energy in order to be assisted in finding international markets. ERSMA needs to work on fundraising activities, which can generate income for the association to become self-sufficient.

- **Safety and environmental sustainability of mining operations**
This activity focuses on the development of a mining safety policy and the development of guidelines on environmental management for the small miners. It also works towards the creation of environmental monitoring groups and the training of members in environmental issues. One course was conducted and a tender for an Environmental Situation Assessment and the development of a Code of Practice for the SSM Sector in Erongo was issued.
- **Service delivery to members**
Service delivery to members of ERSMA was improved with legal issues as the main focus. Ten claims were registered in XoboXobos and six in Erongo. Forty-two claims were renewed for Neuschwabben. Sites were also regularly visited to assess the needs of the members.

The relocation of the Project Office from Swakopmund to Karibib to provide administrative support to ERSMA brought service delivery to their doorstep. The capacity of ERSMA can be strengthened by the services of a competent coordinator to manage the day-to-day activities of the association, in order to deliver quality services to its members.

- Capacity building of small-scale miners

Training forms the core of capacity building activities. Geological training for SSMs was done by NamibHydrosearch & DED. The table below reflects

the training courses presented and attendance for this period.

This project will further provide beneficiaries with an opportunity to earn a consistent and reliable i

Training Intervention	Venue	Beneficiaries	
		Male	Female
Technical training	Karibib Windhoek	10	0
Cutting and polishing	Karibib	18	2
Financial management	Swakopmund	08	08
Mineral evaluation and determination	UNAM	05	05
Safety training	Different mining sites	57	18
HIV/Aids	Swakopmund	26	08
Total		124	41

10.2 Oyster project

Project description

The overall goal of the oyster project is to contribute to poverty alleviation in Namibia by targeting at least 30 economically disadvantaged people (the beneficiaries) in the Erongo Region by financing the technical training and initial investment requirements that are necessary for them to become established oyster farmers.

Project objectives

1) The first objective aims to create income generation opportunities for at least 30 people classified as poor through the provision of an opportunity to engage in oyster farming and harvesting, thereby giving them an opportunity to earn a larger income or simply earn an income where previously there was none.

income as opposed to a haphazard and unreliable income stream, thereby creating greater economic independence, decreased poverty and reduced vulnerability to HIV/Aids.

- 2) The second objective relates to sustainable development, and aims to form oyster production groups and to establish a Section 21 company that will take over the management functions initially run by the Erongo Regional Council. Under the same objective the project also endeavours to ensure that producer groups are issued with licences and operate in the areas as demarcated by the Ministry of Fisheries and Marine Resources (MFMR).
- 3) The third objective aims to achieve stocking levels of oysters of 250,000 oysters per month once the project has reached full

productivity. The project aims to build all-round capacity amongst the 30 beneficiaries in a manner that will enable them to effectively penetrate the oyster sector and to be consistently engaged in a profitable economic activity over the long term. This will be implemented through theoretical and practical training. The training offered to the beneficiaries will comprise technical and managerial aspects to ensure that beneficiaries have the capacity to manage their economic enterprise in an all-round manner.

- 4) The fourth objective aims to strengthen the management capacity of the Erongo Regional Council. Capacity building aspects include the establishment of a functional management body that can take decisions without going through excessive Regional Council procedures for decision making. Capacity building also includes streamlining financial and procurement procedures in order not to hamper project implementation. Overall, management functions aim to achieve the creation of economically viable entities and operations that contribute towards achieving programme objectives including reduced prevalence of HIV/Aids, gender balance and environmental sustainability. This may be done directly as part of the project structuring (50% of beneficiaries must be women), through production activities (for instance, the adoption of non-discrimination policies in relation to gender and a comprehensive workplace policy on HIV/Aids) or indirectly, for instance, through investment in terms of time and money in community projects addressing HIV/Aids.

11. FOOD FOR WORK OR CASH FOR WORK PROGRAMME

The Food for Work or Cash for Work Programme is a programme that directly addresses the

needs of the communities within the region. It has already supported projects ranging from the rehabilitation of graveyards and water points to clean-up campaigns. The programme serves as a good example of the decentralisation process. The coordinator is based with the Regional Council and reports to the Regional Council through the Directorate for Development and Planning.

12. REGIONAL HIV/AIDS RESPONSE

In development, HIV/Aids is recognised as one of the challenges requiring effective leadership. This leadership is particularly important at the local level, where culture and tradition predominate and remain by far the most crucial variables in the spread of the disease.

The Regional Council has provided a platform for interacting with the traditional leadership on HIV/Aids. Several workshops and meetings were held with traditional leaders of the region. These include:

- Refresher courses for traditional leaders on the basic facts of HIV/Aids
- Training for regional religious leaders
- Social mobilisation conducted in all constituencies: basic facts of HIV/Aids, prevention, PMTCT and tuberculosis
- Regional conferences for PLWHA.

Similarly, meetings were held with political leaders to sensitise them about the input expected of them.

The HIV/Aids Programme has made major breakthroughs through partnerships with HIV/Aids community-based organisations. The Directorate has a sound relationship with various organisations working at community level. Erongo is one of the regions with a well-structured body of people living with HIV/Aids.

Continuous training programmes were initiated

and several workshops were held in all seven constituencies of the region. The components were focused on an enabling environment, prevention, treatment, care and support, impact mitigation and programme management.

Specific components were identified and targeted and the Directorate especially excelled in the component relating to treatment, care and support with, amongst others, the following activities:

- Support to income-generating activities to support groups of PLWHA
- Training for people with disabilities
- Training for PLWHA: ART Literacy
- System for programme monitoring training conducted for non-health facilities
- Training for all DACs stakeholders on RACOC structure, reporting system and proposal writing
- Structure for a support group for PLWAH
- Assessment visits to all the DACs, and
- Regional support visits.

13. CHALLENGES

A major challenge that still remains a very high priority on the activities list of the Directorate is the ineffective operating of the development committees in the region, more specifically the Constituency Development Committee, since this committee is the link between the constituencies and the Regional Council at large.

The ineffective operation of the CDC system as a means of delivering development is a great concern to the Directorate. Existing evidence shows that the majority of the CDCs do not have regular meetings and even if they do, these are poorly attended. The short- and consequently the long-term impact of this situation is that it tends to affect the legitimacy of decisions taken at such gatherings. This could result in process delays and, even worse, it will deepen the current frustrations and apathy.

Other obstacles are limited or insufficient funds for the implementation of the capital projects, the slow pace of the decentralisation process and limited consultations from some line ministries in the region.





PART C: CONTACT DETAILS OF THE ERONGO REGIONAL COUNCIL

ERONGO REGIONAL COUNCIL

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Plan together; develop together

