



# **Windhoek Transformational Leadership on Climate Change Training for City of Windhoek's Strategic Executives**

## **Training Report**



**6<sup>th</sup> March 2019  
Heja Game Lodge  
Windhoek, Namibia**

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## 1. WELCOMING REMARKS

*Mr. Fillemon Hambuda, Strategic Executive for Economic Development and Community Services, City of Windhoek*

Mr. Fillemon Hambuda the City of Windhoek's Strategic Executive for Economic Development and Community Services opened the training by welcoming all Strategic Executives, City of Windhoek officials and Future Resilience for African Cities and Lands (FRACTAL) Project partners. He expressed the City of Windhoek's gratitude to the FRACTAL Project Team to offer the important training. Mr. Hambuda explained that the Health and Environment Services Division which has planned for the training is hosted within the Department of Economic Development and Community Services.

Mr. Hambuda mentioned that climate change is a global issue with many manifestations in Namibia. Examples of this manifestation include the fact that commercial farmers and subsistence farmers in Namibia are worried about the late rains and the possibilities of a drought year. Whilst in southern Namibia, a campsite was washed away as the river had minimal flows for over 60 years.

Furthermore, Mr. Hambuda cautioned that there have been reports that Namibia and Botswana will be much affected by the impacts of climate change such as longer dry days and increased temperatures. Mr. Hambuda stated that the Strategic Executives as Heads of Departments in the City of Windhoek need to do everything in their power to deal with these new realities by making decisions that consider climate change. Mr. Hambuda added that as decision makers, there is a need to be capacitated and trained regarding climate change and environmental sustainability in provision of Municipal services to the residents and sustaining their livelihood.

## 2. INTRODUCTIONS TO CLIMATE CHANGE

*Prof. John Mfune, Head of Department: Biological Sciences, University of Namibia*

Prof. Mfune asked participants to go outside the training room at the foyer for an icebreaker. Participants were asked to tell each other firstly, something the other one might not know about them and lastly, what does the vision of City of Windhoek to "be a smart and caring city" meant for them. All participants got to share their discussions. Some of the reflections on what a smart and caring city meant are as follows:

- a. Sustainable, liveable, healthy
- b. Use of technology to protect the environmental and to improve lifestyle quality generally.
- c. Technology: proposed City Of Windhoek App online
- d. Technology: allowing citizens to monitor
- e. Caring for all citizens (e.g. potable water, issues in informal settlement etc.)
- f. Resilient to drought
- g. Known for water reclamation and solid waste management
- h. Transport: public transport use; rail system – connecting city to the airport.

After the icebreaker, participants moved back inside the training room. Prof. Mfune reminded the participants of The City of Windhoek's Vision is *to be a SMART and Caring City by 2022*

and the City’s Mission *to enhance the quality of life for all our people by rendering efficient and effective municipal services* as stipulated in the City’s Transformational Strategic Plan of 2017-2022. In addition, Prof. Mfuno indicated the City’s Values and Behavioural Descriptions as shown in Table 1.

**Table 1:** City of Windhoek’s Values and Behavioural Descriptions

<b>Values</b>	<b>Behavioural Description</b>
<b>Teamwork</b>	Let’s do the right thing, right, together
<b>Customer Focus</b>	We render friendly, fair, simple, fast and effective service to all residents
<b>Communication</b>	We are transparent and keep our staff and stakeholders well-informed
<b>Fairness and Equity</b>	We treat staff and stakeholders the same and with respect
<b>Integrity</b>	We are trustworthy, responsible and honest in all our dealings

Prof. Mfuno defined Weather as the day-to-day state of the atmosphere which includes temperature and pressure of the air, winds and how much moisture the air contains while Climate has the average of all-weather events of a place over a long period of time over 30 years. Moreover, climate change was defined as a long-term change in the statistical distribution of weather patterns over periods ranging from decades to millions of years. It may be a change in average weather conditions or the distribution of events around that average. Global warming is defined as it refers to the rise in average surface temperatures on earth attributed largely to the increased levels of atmospheric Greenhouse Gases (GHGs) i.e. carbon dioxide, methane, nitrous oxide etc. The GHGs trap the Sun’s heat energy in the atmosphere which heats up the Earth. The causes of this GHGs are from natural causes- volcanic eruptions and human causes- activities such as burning of fossil fuels to (coal, oil, natural gas) driving cars, generating electricity, factories, deforestation, waste disposal. A participant asked commented that some people believe that climate change is real whilst others do not believe so. Prof Mfuno response was that we should look at the signs and changes that have been happening over the years.

### **3. THE LANGUAGE & TERMINOLOGY EXERCISE**

*Dr. Sukaina Bharwani and Ms. Elizabeth Daniels, Stockholm Environment Institute*

The language and terminology exercise aimed to clarify meaning and raise awareness and understanding of terms used in relation to climate variability and climate change issues. This also makes it easier to understand how science can be translated to policy to inform decisions to adapting to climate change.

There were two groups: 1. adaptation vs. mitigation vs. disaster risk reduction vs. development led by Dr. Bharwani; and 2. Climate vs. Weather led by Ms. Daniels. The Facilitators asked the participants if there were any terms or words that are unclear/ confusing

or that they do not understand what they mean or refer to. In addition, the facilitators asked participants to discuss in pairs their small card(s) with different words which of the categories they think the term/statement belongs to. Lastly, participants were then asked if they agreed with how everyone had placed their cards and if any of the cards should be moved and why. Below are discussion points from the group discussions on the language and terminology exercise (Table 2).

**Table 2:** language & terminology exercise group discussion point

<b>Adaptation vs. mitigation vs. disaster risk reduction vs. development</b>	<b>Weather vs. Climate</b>
<ul style="list-style-type: none"> <li>• Mitigation in terms of disaster is preparedness.</li> <li>• Mitigation is reduction of greenhouse emission</li> <li>• Development is an economic development of creating health and looking at growth point and sustainable development.</li> <li>• Adaptation: change or disaster if you do not adapt you will permanently vulnerable.</li> <li>• Adaptation: doing something different.</li> <li>• Adaptation: using climate information to make a decision e.g. changing drought resistant crops and water reclamation.</li> <li>• Adaptation: adaptation will use more long-term.</li> <li>• Disaster preparedness training: is it a mitigation or DRR?</li> <li>• Water reclamation: happening because of water shortage.</li> <li>• If the decision is being made because of climate data then it can be rewarded as an adaptation.</li> <li>• In terms of climate change mitigation is always about reducing Greenhouse emission</li> <li>• When you a developing think about adaptation, disaster risk reduction and mitigation.</li> <li>• Development of road to airport more mitigation or development just to protect aquifers.</li> </ul>	<ul style="list-style-type: none"> <li>• Climate is over a longer term, assessed over 30 year’s timespan.</li> <li>• Climate is what we expect whilst weather is what we are facing now.</li> <li>• Weather is short term, day to day, changeable.</li> <li>• Weather stations record weather, particular to a place and time.</li> <li>• An analysis of weather over a longer period of time becomes climate.</li> <li>• Daily averages overtime become climate.</li> <li>• El Nino and La Nina are seasonal and affect a season.</li> <li>• Climate scientist project climate over time based on historical weather records.</li> <li>• An example was given on how the rainfall patterns in northern Namibia have changed. The people used to work in the fields during the December holidays.</li> <li>• Questions arose about how to deal with traditional and indigenous knowledge of weather and climate.</li> <li>• Question arose on which one (weather vs. climate) is more critical to plan for at local government (municipality) levels. <ul style="list-style-type: none"> <li>○ infrastructures planning e.g. roads, water: climate</li> <li>○ emergency: seasonal</li> </ul> </li> <li>• Different ocean circulations are long term historical trends</li> <li>• Variables are aspects of the atmospheric parameters</li> <li>• Question arouses: what could happen in the next 50 years?</li> </ul>



**Figure 1:** Group discussions on Weather vs. Climate language and terminology exercise

The facilitators noted that the Strategic Executives were much quicker in re-ordering the cards correctly when they had the terms explained than other teams. The word “mitigation” was the most understood word as in previous Windhoek games. The discussion about “climate” and “weather” also revealed that the Strategic Executives were knowledgeable on the subject. The Strategic Executives also had a keener understanding of the difference between disaster risk and development.

#### 4. FROM BUSINESS-AS-USUAL TO TRANSFORMATIONAL DECISION-MAKING

*Prof. John Mfuno, Head of Department: Biological Sciences, University of Namibia*

Prof. Mfuno divided participants into two groups to discuss the development project decision making process in the City of Windhoek for the *Formalization of informal settlement in Havana, Windhoek*. The guiding questions below were used (Table 3).

**Table 3:** Guiding discussions questions for the project development decision making process

1. Number and name the step
2. What is discussed and what information is used
3. What is recommended / taken to next step till decision is made
4. Who are involved (Actors)

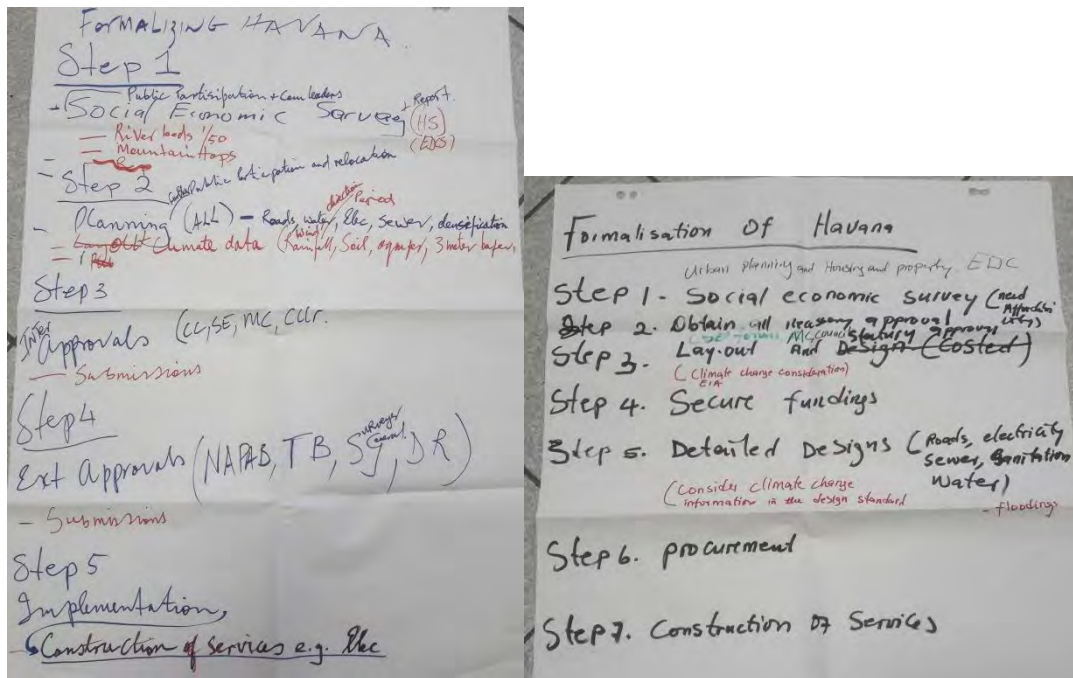
1. At each step decide whether we need to consider climate information / or understanding of climate change
2. If Yes then :-
  - (a) List climate change information / issues you will need to consider before you make recommendation to next step.
  - (b) Once (a) is done then move to next step and consider 1 above
3. If No then move to the next step and consider 1 above



**Figure 2:** The group discussion on the project development decision making process

Below are the group discussion points on formalising the informal settlement (see Figure 3 below for the flip chart).

1. Public participation and community leaders:
  - a. Social economic survey
  - b. Consider if they are in a floodplain, river stream or mountainous area.
2. Planning:
  - a. This will involve all city Department.
  - b. Layout: use climate data e.g. Rainfall, soil characteristics, aquifer, drainage, 3m buffer. .
  - c. Planning involves roads, electricity, sewer, sanitation and densification.
  - d. The data should be from the Namibian Meteorological Services.
  - e. Consider climate change information in the design standards.
3. City internal approvals:
  - a. Submitted to Strategic Executives Forum
  - b. Management Council
  - c. Council
4. External submission and Statutory approval :
  - a. Namibia Planning Advisory Board (NAMPAB).
  - b. Tender Board.
  - c. Surveyor General
5. Secure funding
6. Procurement
7. Implementation
  - a. Construction of services



**Figure 3:** Group presentation of the formalisation steps of informal settlement.

The activity went quite quickly as the Strategic Executives were very familiar with decision-making processes in the City and they know what should be happening. In addition, they were very aware of where climate information should be used. It was interesting that the Strategic Executives were aware of the need for *the consideration of climate*, they were not actually aware of exactly what climate information was needed at particular stages in the decision-making process. An important learning that was made in this workshop was that the Strategic Executives had learnt that looking to the future is important and what climate considerations have to be considered in the longer term.

## 5. MAINSTREAMING CLIMATE CHANGE

*Prof. Dianne Scott, African Centre for Cities, University of Cape Town*

Prof. Scott presented the two approaches to climate change that cities can adopt are the “Dedicated” and the “Mainstreaming” approach. This is a useful framework for understanding what a city is doing in adapting to climate change. The dedicated approach has political commitment, resourcing, involves policy development and the creation of new organizational structures targeting climate change adaptation and/or mitigation. It can lead to targeted outcomes and more rapid implementation. Whilst the mainstreaming approach on the other hand, is rather an integration of climate change adaptation or mitigation into existing sectors, within existing budgets and staff components and can become the logic for the Department’s activities.

Since mainstreaming is usually promoted through champions, the Strategic Executives were motivated to become champions and integrate climate change into their City Departments. The proposed City of Windhoek’s Integrated Climate Change Strategy and Action Plan (ICCSAP) is a dedicated policy which is to be finalized providing a framework for



Windhoek's on-going climate change mainstreaming activities happening across Departments. The Strategic Executives undertook a range of activities to explore how climate change could be mainstreamed into city planning processes and decisions. A flip chart was put up where the participants can note down the different types of mainstreaming to climate change activities / projects in their various Departments.

## **6. CITY OF WINDHOEK'S RESPONSE TO CLIMATE CHANGE**

*Mr. Olavi Makuti, Officer: Environmental Management, Health and Environment Services Division, City of Windhoek*

Mr. Makuti presented the current City of Windhoek activities to address climate change below:

- A. Climate Change Desk - Coordinate the City's response to climate change.
  - Integrated Climate Change Strategy and Action Plan
  - Awareness raising activities.
- B. The City of Windhoek serves at National Platforms
  - GHG Inventory Working Group
  - National Climate Change Committee
- C. Implementing Climate Change Projects:
  - Compact of Mayors
  - FRACTAL Project
  - African Capital Cities Sustainability Forum (Tshwane Declaration)
  - Windhoek- Bremen Climate Partnership

Mr. Makuti explained that the City of Windhoek has proactively taken steps to improve its climate resilience and to address potential and actual climate change impacts faced by the City. It is against this background that the CoW is developing its Integrated Climate Change Strategy and Action Plan (ICCSAP) to act as a framework for the city's response to climate change and to ensure that national obligations are streamlined into the city's operations. Mr. Makuti stated that various engagements such as a Stakeholder workshop for ICCSAP and the Divisional Action Planning took place in 2018. The ICCSAP is under review by the FRACTAL partners and it due to be submitted for approval this year. The identified themes of the CoW ICCSAP are:

- Water Security and Efficiency
- Energy Efficiency and Renewable Energy
- Biodiversity and Ecosystem Goods and Services
- Healthy Communities
- Sustainable Transportation
- The Built Environment:
  - i. Critical Infrastructure
  - ii. Waste Minimization and Management
  - iii. Human Settlements.
  
  - iv.

## 7. VOTE WITH YOUR FEET!: CO-EXPLORING DIFFERENT PRIORITIES AND PREFERENCES

Dr. Sukaina Bharwani and Ms. Elizabeth Daniels, Stockholm Environment Institute

The game intended to explore different priorities and preferences of the Strategic Executives. Below are the options and reasons why they had made their choices. The game is called *Vote with your feet* as participants had to move vote by walking to the side of their preferred option.

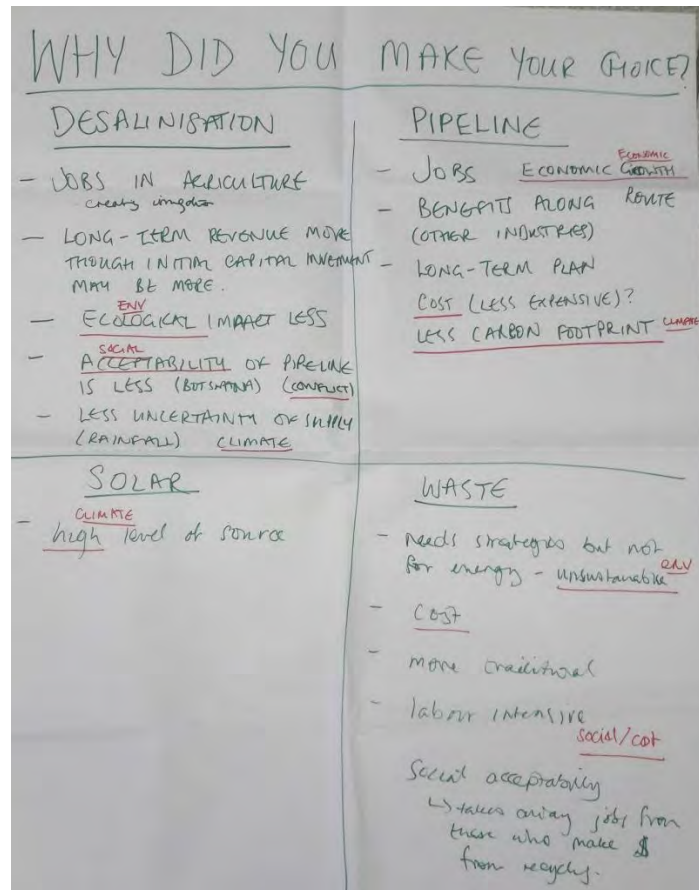


Figure 4: Vote with your feet game

## 8. ANALYTIC HIERARCHY PROCESS

Dr. Sukaina Bharwani and Ms. Elizabeth Daniels, Stockholm Environment Institute

Analytic Hierarchy Process (AHP) is a type of multi-criteria assessment technique for analyzing complex decisions (<https://www.weadapt.org/knowledge-base/adaptation-decision-making/ahp>). The method is used to compare a set of options by using participant's data, experience and judgment, and converting these into numerical values. It allows them to compare in a rational and consistent way diverse elements that are often difficult to measure. It evaluates various elements by comparing them to one another two at a time (pairwise comparison). Comparisons are made using a scale of 'absolute judgments' that represents how much more one element dominates another with respect to a given reference point.

The Analytic Hierarchy Process was considered very successful and the participants were able to reach a result. The exercise was however, aimed at getting the debate going about the criteria for judging a proposed option. There was much laughter in this activity as the SEs debated with each other. The Strategic Executives are very informed and have a rich knowledge of city processes; hence they cottoned onto this activity very quickly, and are very aware of the barriers to what should happen.

## 9. REFLECTIONS

For the evaluation and feedback, participants were asked to answer to the following questions in Table 4 and Table 5 below.

**Table 4:** Key take home messages

<b>What would you tell your colleagues tomorrow about anything you have learnt from the TLCC workshop?</b>
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- |  |
|--|
| <ol style="list-style-type: none"> <li>1. Climate change will have serious impact on our environment.</li> <li>2. Humans need to change how we operate.</li> <li>3. Positive collective/team decisions are the key to transformation and climate change risk limitation.</li> <li>4. Consider the effect of the changing climate during planning and decision-making as a City Executive.</li> <li>5. Contingency planning and proactive preparedness is important to address climate change.</li> <li>6. Climate change is real and it should be an important consideration in our development planning and project implementation.</li> <li>7. All departments to mainstream climate change in their programming.</li> <li>8. Climate change is real!</li> <li>9. We need to take proper decisions that are right and can mitigate the risk/impact of climate related risks/disasters.</li> <li>10. There is much to learn how climate change can be integrated into municipal planning systems and bring about change.</li> <li>11. Team Work.</li> <li>12. Transformation.</li> <li>13. Applying Analytic Hierarchy Process to decision-making - approaching decision-making differently, considering other aspect out of the usual norm.</li> <li>14. Climate change impacts cannot be ignored any longer.</li> <li>15. It needs to become part of the planning processes at work and in private life.</li> <li>16. Education sensitization and institutionalise climate change impacts into planning.</li> </ol> |
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**Table 5:** What participants liked and what would have been done differently

What I liked	What I would have done differently
Team spirit for climate change	Nothing
Enjoyed the practical presentations on transformation and climate related terminologies	Too much activities for Executives
Great Strategic Executive team - “smart and caring city”	
New perspective; new insights; informative	
Excellent delivery	
Interactive session	
Interaction; presenter knowledge; informative presentation; subject knowledge	

## 10. CLOSING REMARKS

*Mr. Ludwig Narib, Strategic Executive for Department of Infrastructure, Water and Technical Services, City of Windhoek*

Mr. Narib the Strategic Executive for the Department of Infrastructure, Water and Technical Services personally thought it was a wonderful workshop as the issue of climate change has really been just a word all along. Mr. Narib stated that the connection to day to day work is very important on *How do we prepare in our City plans to be a more resilient city?*

Mr. Narib stated that across the Municipality it is important – the impacts of climate change can be seen everywhere. The City has not made the time to put plans in place and see how it reflects on our function. What the City of Windhoek has done with FRACTAL, we have developed a common understanding – the challenges of climate change are here to stay. We cannot turn a blind eye any longer. Climate change needs to be a part of our daily work. On the down side, case studies can help us to see implementation of including climate change in our decisions and actions. Mr. Narib applauded that the City Councillors and Windhoek Constituency Councillors have been taken through this transformational leadership on climate change training. Mr. Narib suggested that the Climate Desk in the Health and Environment Services Division needs to be known and disseminated information across the organisation. He concluded by saying that all in all –it has been a good wakeup call – productive discussions in very lively atmosphere. Lastly, Mr. Narib wished safe travels to the international FRACTAL partners.

## ANNEX 1: AGENDA



**Transformational Leadership for Climate Change Training for  
City of Windhoek's Management Team**  
06 March 2019, 08:30 - 16:30  
Heja Game Lodge, Windhoek

Timing		Session	Facilitator
8:30 - 9:00		Registration and tea/coffee	
9:00 - 9:10	1	Welcome and Opening by Mr. Fillemon Hambuda, City of Windhoek	
9:10 - 9:30	2	Icebreaker and introduction to climate change	Prof John Mfuné
9:30 - 10:00	3	Exploring language and terminology in climate change and decision-making	Ms Liz Daniels and Dr Sukaina Bharwani
10:00 - 10:30	4	Mainstreaming and dedicated approaches to climate change	Prof Dianne Scott
10:30 - 11:00		Tea break (and group photo)	
11:00 - 12:30	5	“Business as usual” decision-making and transformative leadership discussions. Transformational Leadership principles	Prof John Mfuné
12:30 - 12:45	6	City of Windhoek Integrated Climate Change Strategy and Action Plan	Mr Olavi Makuti
12:45 - 13:00	7	Vote with your feet!: co-exploring different priorities and preferences	Ms Liz Daniels
13:00 - 14:00		LUNCH	
14:00 - 16:00	8	Applying Analytical Hierarchy Process (AHP) to co-explore decision making	Dr Sukaina Bharwani and Ms Liz Daniels

16:00 - 16:25	9	Reflections	Prof John Mfune
16:25 - 16:30	10	Closing remarks by Mr. Ludwig Narib, City of Windhoek	

## ANNEX 2: ATTENDANCE REGISTER

No.	Full name	Position and Organisation
1	Mr. Fillemon Hambuda	Strategic Executive of Department of Economic Development and Community Services; City of Windhoek
2	Mr. Ludwig Narib	Strategic Executive of Department of Infrastructure, Water and Technical Services; City of Windhoek
3	Mr. George Mayumbelo	Strategic Executive of Department of Human Capital and Corporate Services; City of Windhoek
4	Mr. Obrien Hekandjo	Strategic Executive of Department of Electricity; City of Windhoek
5	Mr. N Nendongo	Acting Strategic Executive of Department of City Police; City of Windhoek
6	Mr. R Kandjiriomuini	Strategic Executive of Department of Information and Communication Technology; City of Windhoek
7	Ms. Mary-Anne Kahitu	Manager of Health and Environmental Services Division, City of Windhoek
8	Mr. Vernouman. Endjala	Department of Urban and Transport Planning; City of Windhoek
9	Mr. Moses Ashipala	Solid Waste Management Division; City of Windhoek
10	Mr. Olavi Makuti	Environmental Management Officer; City of Windhoek
11	Prof. John Mfune	University of Namibia
12	Prof. Dianne Scott	African Centre for Cities , University of Cape Town
13	Ms. Liz Daniels	Stockholm Environment Institute
14	Dr. Sukaina Bharwani	Stockholm Environment Institute
15	Mr. Johannes Endjala	City of Windhoek
16	Mr. Valarius De Vries	City of Windhoek
17	Ms. Saima Haukelo	City of Windhoek
18	Ms. Kornelia Ipinge	University of Namibia