

SERVICE DELIVERY PROMOTION PROJECT (SDPP)

PHASE 2 OF PROJECT EXTENSION

PROJECT PLANNING

REPORT

Windhoek, 11 May 2009

INTRODUCTION

The Ministry, together with GTZ, reviewed the outcome of the first phase of the SDPP extension and recommended a second phase to start in April 2009. The extension into a second phase was motivated by the need to finalize some of the work of project teams, bring about tangible results and work towards sustainability of the project approach and activities. In order to achieve this, the following was envisaged:

- ❖ Extension of the project participation by 8 additional Local Authorities (Omaruru, Khorixas, Katima Mulilo, Maltahöhe, Aroab, Karasburg, Otavi, Opuwo) to bring the total number to 20 and allow for the inclusion of additional experiences and challenges;
- ❖ Identification of new activities and ways to address outstanding issues, whilst at the same time avoiding overlap and duplication of the National Response Team with the work of the task-force on Local Authority Reform;
- ❖ Mapping out the role of stakeholders (MRLGHRD, Association of Local Authorities in Namibia/ALAN and Namibia Association of Local Authority Officials/NALAO) for the attainment of sustainability of SDPP.

In order to plan ahead, a workshop was organized on 20/21 April 2009. It was attended by Local Authority officials from all participating Local Authorities, except Karasburg, which had to attend to prior commitments. A planning document was drawn up (dated 24 April 2009) and circulated by NALAO to all participating Local Authorities. Following the recommendations in this planning document regarding the organization of SDPP, a further workshop was organized on 8 May 2009 with Mayors

and/or Chairpersons of the Management Committees of participating towns and CEO and/or officials and was chaired by ALAN/NALAO. This planning meeting provided mandates for the planned activities of the proposed project teams and made additional recommendations.

The following presents the outcome of the two planning meetings and constitutes the agenda for SDPP project teams.

1 Service Infrastructure and Urban Design

- 1.1 Replacement of outdated infrastructure and expansion of infrastructure into newly proclaimed areas (extensions) and settlements (bulk services), storm water and drainage master plans, feasibility studies (appropriateness and quality of infrastructure) and community awareness and preparedness for alternative service infrastructure (such as ECOSAN) and addressing the lack of plant and equipment

Reform processes were said to take too long. There is a need to review the fast track system with temporary arrangements to finance capital projects. Clarity about the Trust Fund, better communication and transparency is essential. Coordination mechanisms between the MRLGHRD and Local Authorities to reduce dependencies have to be found.

In awarding tenders there is the need to pursue a variety of opportunities to ensure quality.

- 1.2 Making serviced land available for businesses and residents (and addressing the backlog of housing). There is a need for innovative ways to deliver serviced land through PPPs. Services to residents on town-lands, compensation for relocation and development of town-lands practices need to be reviewed.

- 1.3 Town planning with urban design approaches (innovation) and re-zoning to create a conducive and inclusive social environment (pavements, street lights, open spaces, building design, traffic control, recreational areas, street furniture, environmental protection, etc.)

Delays in town planning and policy guidelines (new bill) have to be addressed.

2 Revenue Collection and new Sources of Income

- 2.1 Addressing the issue of inadequate revenue base which has to include the review of tariff systems, setting minimum standards of service delivery (dealing with affordability issues) and redistribution (cross subsidization) of income including subsidies from bulk suppliers in order to support poorer sections of the community, and utilization of own resources such as water

rather than through bulk service providers (Namwater / REDs surcharges)

- 2.2 New sources of income have to be secured. These could be from decentralization processes (such as vehicle registration, business licenses) etc. Resource mobilization for project funding (proposals, partners, Development Bank of Namibia, PPP, twinning, bank ability) is a priority.
- 2.3 Addressing system losses (technical, infrastructure - managerial/administrative, citizen commitment, reliability of pre-paid metering systems) and dealing with defaulters and practices of cutting services and dealing with service debts
- 2.4 Privatization and/or transfer of state-owned assets (property) and alienation of municipal housing

3 Planning Intelligence, Delivery Capacity and Management Systems

- 3.1 Attraction and retention of qualified staff (in particular addressing work ethics)
- 3.2 Adjustments and upgrading of management systems (in particular financial systems for billing and balancing of trade accounts) and IT
- 3.3 Collection and analysis of data for planning and measurement of trends (including consumer satisfaction). Adoption of benchmarks for performance management of staff and organization (indicators for performance, planning and early warning system)
- 3.4 Disaster management and preparedness

4 SDPP ORGANIZATIONS

4.1 Project Coordination and mandates from political leadership

The MRLGHRD will continue to provide overall project coordination. It will do this in cooperation with ALAN and NALAO. Both these two organizations play a crucial role in securing sustainability of the project and are expected to incorporate the project approach into their respective work. The outcome of recommendations in project teams may be used by ALAN and NALAO in their members' meetings and annual events/congresses, thus adding value to the Local Authority agenda and the

work of the Associations.

Given that ALAN's and NALAO's objectives are shared they will act jointly and liaise closely with the MRLGHRD. ALAN shall ensure that coordination meetings with the Ministry are scheduled on a regular basis, whilst NALAO shall be responsible for ensuring project (team meeting) facilitation in close cooperation with GTZ. The entry point for communication and logistics is the office of NALAO.

It was recommended that the Mayors' Forum plays an important role with respect to mandates and organizational linkages. Therefore, the Mayors' Forum is to be included into the mandating process and mandates are to be submitted through ALAN. GTZ is requested to provide support to the Mayors' Forum to deal with SDPP issues.

4.2 Setting the Agenda

The agenda for SDPP is provisional. A tighter focus may be created prior to the first team meetings through consultations between the Ministry, ALAN/NALAO and conveners of the respective teams. The conveners of the teams have been nominated and are:

- Infrastructure and Urban Design: Mr. S. Mwaningange
- Capacity Enhancement: Mrs. I. Ipinge
- Revenue and Income: Mr. J.J. Strauss

In the creation of a tighter focus past discussions and recommendations of project teams will be taken into account and topics selected that hold potential for achieving tangible results. The final proposed agenda for the teams shall be tabled at the first meeting of the teams.

4.3 Team Composition and Membership

Project Teams are made up from participating Local Authorities (Councilors and/or Officials) and representatives of the Ministry.

The mandate for team meetings comes from the political leadership (Mayors and/or Chairpersons of Management Committees) who met prior to the first team meetings to discuss, enrich and approve the agenda. The meeting was held in cooperation with the Ministry and ALAN/NALAO. At the end of the project phase the political leadership will meet with the team chairpersons to review the outcome.

NALAO will circulate the report from this planning meeting to all participating Local Authorities with the request to nominate up to one participant to each project team. A Local Authority may however, decide to nominate a representative to one or two project teams only.

The chairpersons for each project team will be nominated at the first meetings.

4.4 Scheduling of Meetings

All meetings will be held in Windhoek, except in cases where visitations (exchange

visits) are scheduled to take place in a particular Local Authority, in which case the meeting shall take place at that Local Authority.

There will be a minimum of two meetings per annum. Local Authorities may schedule additional meetings as required (on recommendation of ALAN/NALAO) and with the consent of the Ministry and GTZ.

All future meetings will be called by NALAO in consultation with the Ministry and the Local Authorities.