



FOLLOW UP OF THE SERVICE DELIVERY PROMOTION PROJECT (SDPP) - PHASE II OF PROJECT EXTENSION

PLANNING WORKSHOP 19th & 20th April 2009

REPORT

Windhoek, 24 April 2009

INTRODUCTION

At the end of project status the SDPP project was evaluated. The evaluation found that the project still has high relevance and an enduring purpose of existence. On request of the Ministry of Regional and Local Government, Housing and Rural Development (MRLGHRD) the GTZ secured additional funding and gave the go ahead for a follow-up phase to commence at the beginning of 2008. The first phase of the follow-up worked in three project teams with the original 12 Local Authorities, as follows:

- Planning and Monitoring Team
- Urban Design, Infrastructure and Land Delivery Team
- National Response Team

The outcome of the work of the project teams is documented in an overview report, dated 9 February 2009.

The Ministry, together with GTZ, reviewed the outcome 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 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.

The following summarizes the proceedings and maps the outcome.



1 REPORT FROM LOCAL AUTHORITIES AND MAPPING OF ISSUES

Local Authorities presented status reports from their towns and villages. The inputs were clustered into thematic areas and discussed with responses from the previous project teams. After the mapping of challenges a priority ranking took place. The number in brackets behind the following thematic areas indicate the respective votes and the thematic areas are listed in the following in order of priority.

Service Infrastructure, Delivery of Services Land and Plant and Equipment (14)

- Replacement of outdated infrastructure and expansion of infrastructure into newly proclaimed areas (extensions)
- Making serviced land available for businesses and residents (and addressing the backlog of housing); innovative ways to deliver serviced land through PPP
- Storm water and drainage master plans and infrastructure
- Addressing the lack of plant and equipment

Urban Design (7)

- Creating a conducive and inclusive social environment (pavements, street lights, open spaces, building design, traffic control, recreational areas, street furniture, environmental protection, etc.)
- Town planning with urban design approaches (innovation)
- Services to residents on town-lands, compensation for relocation and development of town-lands

Local Economic Development (6)

- Harnessing comparative advantages and creating competitiveness
- Identification of opportunities (industrial, trade, services, urban agriculture, etc.)
- Branding and marketing the town (putting the town on the map)
- Festivals and special events (cultural, heritage and fairs)
- Cooperation and collaboration (regulations for PPP, partnership with business community, citizen commitment, cooperation with bulk service providers)
- Controlling the influx of churches
- Cooperation with law enforcement agencies (NAMPOL)
- Labour-based works (large unskilled labour force)

Planning Intelligence, Delivery Capacity and Management Systems (5)

- Attraction and retention of qualified staff
- Adjustments and upgrading of management systems (in particular financial systems for billing and balancing of trade accounts) and IT
- Adoption of benchmarks for performance management of staff and organization (indicators for performance, planning and early warning system)



- Addressing work ethics
- Collection and analysis of data for planning and measurement of trends (including consumer satisfaction)

Revenue Collection, Utilization of State-owned Assets and new Sources of Income (3)

- Addressing the issue of inadequate revenue base
- Review of tariff systems, minimum standards of service delivery and redistribution (cross subsidization) of income
- Addressing system losses (technical, infrastructure - managerial/administrative, citizen commitment, reliability of pre-paid metering systems)
- Privatization and/or transfer of state-owned assts (property)
- Alienation of municipal housing and dealing with service debts
- Capacity to collect revenue (in particular in villages) and dealing with affordability issues
- Sources of income from decentralization processes (such as vehicle registration, business licenses)
- Project funding and resource mobilization (proposals, partners, Development Bank of Namibia, PPP, twinning, bankability)

Investment Attraction Policies and Strategies (3)

- Attracting and retaining potential local and foreign investors
- Attracting intellectual capital
- Offering transparent investment incentives
- Placing conditions on investment

Communication with the MRLGHRD (3)

- Status quo of Local Authority Reform and Local Economic Development (White Papers)
- Subsidization of Local Authorities

Environment and Health (2)

- Disaster preparedness
- Waste management systems in line with new Act
- Addressing health risks
- Environmental protection

In-Migration and Settlement Development (1)

- Preparing and planning for in-migration into urban areas (extension of bulk services)
- Dealing with social exclusion



- Provision of services to squatters
- Addressing the housing backlog for low-cost housing (Build together programme, Shack dwellers)
- Community awareness and preparedness for alternative service infrastructure (such as ECOSAN)

Informal Markets and Street Trading (1)

- Open market development and services
- Street trading regulation and by-laws
- Back-yard businesses (home-based businesses) and re-zoning

Local Responses to HIV and AIDS (0)

- Work place policies
- Communication strategies
- Mainstreaming into the development agenda

2 PRIORITIES FOR PROJECT TEAMS

Following a discussion of the clusters (thematic areas) in terms of relevance to project team activities (knowledge management), each participant was given an additional vote. Issues that received additional votes (and had more than 3 votes together with the initial clustering) were considered high priorities. Topics that appeared in lower ranking clusters, but are related with the clusters that were identified as priorities, were included.

LED was regarded as a separate issue that receives special attention in the Partnership for Economic Growth (PEG) programme of GTZ. It was therefore excluded from the prioritization process. The LED programme in PEG, whose aims and objectives were briefly outlined at the workshop, will cooperate separately from the SDPP with Local Authorities (and Regional Councils) in addressing LED challenges and opportunities. Some issues that received 3 or less votes were identified as LED issues and grouped together with a LED agenda as follows:

- Harnessing comparative advantages and creating competitiveness
- Identification of opportunities (industrial, trade, services, urban agriculture, etc.)
- Attracting and retaining potential local and foreign investors and intellectual capital
- Offering transparent investment incentives and placing conditions on investment incentives
- Branding and marketing the town (putting the town on the map)
- Festivals and special events (cultural, heritage and fairs)
- Cooperation and collaboration (regulations for PPP, partnership with business community, citizen commitment, cooperation with bulk service providers)
- Controlling the influx of churches
- Cooperation with law enforcement agencies (NAMPOL)
- Labour-based works (large unskilled labour force)



- Informal and Open market development, street trading regulation and by-laws and back-yard businesses (home-based businesses)
- Addressing health risks
- Environmental protection

Relevant issues related to **communication with the MRLGHRD** (such as benchmarking, indicator development and early warning system) were included in the high priority clusters, whereas others that are dealt with in the Local Authority reform process were excluded in order to avoid overlap and publication.

The only topic, which did not receive any vote and was therefore excluded from the agenda, was **HIV/AIDS**. However, the workshop noted that GTZ runs a separate programme on HIV/AIDS with Local Authorities in addressing local responses, although this programme component is limited to the north-central regions of Namibia. In addition, it was recommended to cooperate with AMICCAL in addressing HIV/AIDS.

The following three project teams and agendas for the teams were agreed upon:

2.1 Service Infrastructure and Urban Design (additional 13)

- Replacement of outdated infrastructure and expansion of infrastructure into newly proclaimed areas (extensions)
- Community awareness and preparedness for alternative service infrastructure (such as ECOSAN)
- Making serviced land available for businesses and residents (and addressing the backlog of housing); innovative ways to deliver serviced land through PPP
- Storm water and drainage master plans and infrastructure
- Addressing the lack of plant and equipment
- Creating a conducive and inclusive social environment (pavements, street lights, open spaces, building design, traffic control, recreational areas, street furniture, environmental protection, etc.)
- Town planning with urban design approaches (innovation) and re-zoning
- Services to residents on town-lands, compensation for relocation and development of town-lands

2.2 Revenue Collection and new Sources of Income (additional 12)

- Addressing the issue of inadequate revenue base
- Review of tariff systems, minimum standards of service delivery (dealing with affordability issues) and redistribution (cross subsidization) of income
- Addressing system losses (technical, infrastructure - managerial/administrative, citizen commitment, reliability of pre-paid metering systems)
- Privatization and/or transfer of state-owned assts (property) and alienation of municipal housing and dealing with service debts
- Sources of income from decentralization processes (such as vehicle registration, business licenses)



- Project funding and resource mobilization (proposals, partners, Development Bank of Namibia, PPP, twinning, bankability)

2.3 Planning Intelligence, Delivery Capacity and Management Systems (additional 6)

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

3 SDPP ORGANIZATION

3.1 Project Coordination

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 membersø meetings and annual events/congresses, thus adding value to the Local Authority agenda and the work of the Associations.

Given that ALANø and NALAOø 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.

3.2 Setting the Agenda

The agenda as proposed in 2.1, 2.2 and 2.3 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.



3.3 Team Composition and Membership

Project Teams are made up from officials of the participating Local Authorities and representatives of the Ministry.

The mandate for team meetings comes from the political leadership (Mayors and/or Chairpersons of Management Committees) who will meet prior to the first team meetings to discuss, enrich and approve the agenda. The meeting will be 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.

3.4 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.

The Mayor's meeting is envisaged for 8 May and should also be attended by the respective CEO or a representative.

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