



PARTNERSHIP | PARTICIPATION | PROGRESS

Brief Progress Report on the P3 Project Implementation for Submission to the ALAN Management Committee

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By: Ivin Lombardt
Country Project Manager
ALAN

1. Introduction

This brief progress report represents the first in a series of official reports to be submitted to the ALAN Management Committee on the P3 Project Activities and Plans. We are in the process of concluding the first term of the year in our project implementation and all praise is due to the project team for their hard work and dedication in the work carried out so far. Admittedly we have an even more challenging time ahead of us but all indications are that the project is course in terms of the project workplan, overall goals and objectives. This brief report essentially presents a narrative of the activities implemented, including a collection of all the achievements and challenges faced by the P3 Project and the project partners i.e. municipalities.

During the Inception Phase, which lasted nearly 4 months (July, 2009 to October, 2009), we focused mainly on the sensitisation (project introduction), awareness raising and selection of municipalities. However, subsequent to that period, full implementation has commenced and we have experienced a full embrace of the project by many partners, including the partner municipalities, the Ministry of Regional & Local Government, Housing and Rural Development (MRLGHRD), the Office of the Auditor General (OAG), Urban Trust of Namibia (UTN) and the National Association of Local Authority Officers (NALAO).

2. Project Description

The P3 Project Cooperation is an initiative under the auspices of the Association for Local Authorities in Namibia (ALAN). The project aims to support a selected group of Municipalities in Namibia in their efforts to better serve their citizens in the areas of economic development, improved financial management and more transparent local governance.

The P3 Project Cooperation essentially consists of two projects; (1) Local Leadership for Growth (local economic development) and (2) Transparent Local Governance (which includes financial management and customer orientation). The two projects are financed by the European Union (EU) and the Swedish International Development Agency (Sida). The Project Lead Partner is the Swedish Association of Local Authorities and Regions (SALAR) and partners are the South African Local Government Association (SALGA), the Association

for Local Authorities in Namibia (ALAN) and the Botswana Association for Local Authorities (BALA).

3. Project Partners

The project terms of reference suggested a careful but still fairly swift selection process of partner municipalities. The selection of partner municipalities was a crucial process to the success of the project. It must be noted that although only six municipalities have been selected at this point, the final outlook is that all 54 local authorities in Namibia will benefit in the final analysis. Exclusion from the process at this time should not be a cause for concern since a successful implementation will yield far greater benefits for local authorities in Namibia. Based on the selection criteria and guidance from the ALAN Management Committee, the following municipalities were selected:

- 1.
2. Arandis Town Council
3. Gobabis Municipality
4. Mariental Municipality
5. Omaruru Municipality
6. Otjiwarongo Municipality
7. Walvis Bay Municipality

4. Project Implementation

The following is a brief synopsis of the key activities as they took place from the onset of the project in July, 2009:

July, 2009 – October, 2009

2009

- Cooperation contracts signed
- Set-up of project office
- Recruitment of key staff
- Setup of financial and administrative routines
- Financial controls
- Production of logo, project branding and graphic designs
- Design of and first collection of material for website
- Workplans
- Budgeting

2009

October, 2009 – December, 2009

- Consultations with partner municipalities, including political and technocratic levels
- Build linkages with other service providers e.g. GTZ, SDPP, UTN, etc. on local economic development and financial management
- Letters of Engagement supplied to partner Municipalities
- Appointment of Project Process Facilitators (Mr. Gruzi #Goseb and Mrs. Golda Kamboua)
- In-depth consultations with MRLHRD (Mr. David Uyepa)
- First Municipal Finance and Budgeting Workshop
- First Project Steering Committee Meeting
- Training of Trainers Session in Gaborone, Botswana on Customer Orientation, Business Process Re-engineering and Public Opinion Research
- P3 Team Induction

- Second Municipal Finance and Budgeting Mini Workshop
- Detailed Stakeholder Analysis and Planning for 2010
- Training Workshop in Cape Town on Business Retention & Expansion Strategies and Red-Tape Reduction

2010 January, 2010 – March, 2010

- Official Launch of the “Local Government Budget Guide and the Computerised Tariff Calculation Model” in Windhoek attended by all partner municipalities, councillors, academics, media, etc. and officiated by Cllr. Gerson Kamatuka
- Consultative and preparatory meetings for roll-out of LED and Customer Orientation components
- Successful study visit by CPM to Sweden
- Held six (6) very successful LED Roundtable Meetings in all partner municipalities
- Customer Orientation Workshop held with Otjiwarongo, Arandis and Omaruru

5. Details on Project Activities

1. Local Government Budget Guide and the Computerised Tariff Model:

These important tools, which are aimed at supporting partner municipalities with their public dialogue and tariff calculations during the budget formulation process, were launched on 29th January, 2010 in Windhoek. The implementation is underway and we hope to get feedback in respect of any difficulties and teething problems of the tools in due course. Secondly, the demand for the said tools has been so high since the launch. We have run out all available copies. There is a proposal to print more copies using a cheaper format and make those available to other municipalities, the public and stakeholders at a price to raise some funds for ALAN. We are currently investigating the EU rules regarding such a proposal.

2. News Coverage: There has been some positive media coverage of the launch workshop and the P3 Project in general in the media. With many upcoming events, we think more coverage is possible. Media coverage is always welcome provided its positive.

3. Consultation Visits and New P3 Components: On 01st February, 2010 the P3 Project commenced with the local economic development and customer orientation components in addition to financial management. We started the process of this roll-out with visits to all partner local authorities during the week of 01st – 6th February. The purpose of these trips was to provide information on the new components, assess the level of preparedness of municipalities, set-up P3 Protect Committees and establish dates for the LED Roundtables. Our meetings were mostly held with the CEOs and their management teams. It’s now safe to say that all of the 3 components of the project are in full swing and running concurrently. Please refer to the timetable and project workplan for more information. A full report of the consultative process is available.

4. Local Economic Development: It must be noted that in respect of LED, we are presenting four (4) packages/tools, from which municipalities are eligible for a maximum of two (2) because of the availability of resources and capacity. These are (1) **Comparative/Competitive Analysis** (2) **Red-Tape Reduction** (3) **Leak**

Plugging and (4) Business Retention and Expansion Strategies. We find that the latter two packages are most promising and relevant to many municipalities in Namibia.

5. **LED Roundtables:** We held massively successful LED Roundtable discussions with Municipalities as follows: Gobabis (23rd February), Mariental (25th February), Omaruru (02nd March), Arandis (04th March), Otjiwarongo (09th March) and Walvis Bay (18th March). These LED Roundtable discussions among other things, engaged local authorities and various stakeholders in a deeper and more focused discussion about economic development and their roles in that process. The outcomes of these discussions will contribute to a more relevant set of P3 Project interventions. The second set of Roundtable discussions are being planned for May and June.
6. **Customer Orientation:** Although the Customer Orientation component is fairly underdeveloped and receives the least expert input currently, we are putting forward the following as P3 Project offerings to the partners municipalities: (1) Establishment of Service Standards (2) Complaints Procedures and (3) Process Improvement (Business Process Re-engineering) tools. It's obvious to us that municipalities require assistance in all of these areas. During our visits to municipalities we also found that municipalities are at varying levels of comfort with these issues. Although we are likely to make interventions in all of them, they could also be of assistance to each other. Such a proposition is always good for sustainability. Municipalities can continuously mentor each other.
7. **Visit by Ahmed Sijercic:** As you will recall, we underwent a week-long training session last November in Gaborone, Botswana on Customer Orientation, covering some of the issues mentioned above. The training was conducted by Mr. Ahmed Sijercic from Tuzla, Bosnia-Hertzegovina. The training was great and ground-breaking. However, we found that certain elements were simply proving difficult to implement in a practical sense. This is true for Botswana and South Africa as well. On this basis a proposal was made for Mr. Sijercic to undertake a trip to Namibia and South Africa and conduct some practical work with the P3 Project Teams. He arrived in Namibia on the 21st March, 2010 and left on the 27th March.
8. **Customer Orientation Workshops:** Our first CO Workshop took place in the Municipality of Otjiwarongo from the 23rd – 26th March, 2010. The selection of Otjiwarongo was based on our observation of very good practical examples that can be used and other Municipalities such as Arandis and Omaruru, which are within reasonable distance will be invited to attend. The second workshop were the Municipalities of Mariental, Gobabis and Walvis Bay will participate will be held in Windhoek on the 14th and 15th April, 2010.
9. **Financial Management Workshop:** As mentioned earlier, we launched the budget guide and tariff model on 29th January, 2010. Municipalities are using them currently and must provide feedback on its usefulness. In anticipation of the feedback, a workshop will be held in Walvis Bay during the week of 26th to 30th April, in Walvis Bay. At this workshop Roy Kerr, our in-house municipal finance expert will meet with the finance managers of Walvis Bay, Arandis and Omaruru (possibly Otjiwarongo). They will make an attempt at populating the tariff model with complete data from each of the Municipalities as well as iron out all remaining problems. A date for other interventions will be set later.

Conclusion

The above details give a general overview of the Project status and overall trajectory as well as place the coming weeks and months in some perspective. We would be most willing to discuss these matters in some detail.

I couldn't be happier with the composition of the P3 Team currently. I find that we complement each other's strengths and weaknesses quite well. Suffice to say that although we all take full responsibility for the entire project, we have asked each of us to take a lead in an area for operational and practical purposes.

To take a lead simply refers to taking the responsibility for a particular component in respect of reporting, analysis, arranging meetings and be available to local authorities for enquiries. On Local Economic Development and Customer Orientation, Gruzi and Golda will take the lead respectively. I will monitor the financial management component.

Activity Plan for April

Activity	Responsible	Deadline/ Timeframe	Comment
1. Customer Orientation Workshop 1	Golda, Ivin	23 rd to 26 th March	<ul style="list-style-type: none"> Workshop taking place in Otjiwarongo Arandis and Omaruru to be invited to attend
2. Customer Orientation Workshop 1 Report	Golda, Ivin	02 nd April	<ul style="list-style-type: none"> Golda to transcribe all flip charts and write a draft report
3. Local Business Enabling Environment Surveys	Gruzi	09 th April	<ul style="list-style-type: none"> First set of surveys to be conducted in Otjiwarongo, Mariental, Arandis, Walvis Bay Omaruru and Gobabis may present some problems – need to be watched carefully
4. Consolidated LED Roundtable Meeting Report	Gruzi	09 th April	<ul style="list-style-type: none"> We already have the individual roundtable reports – let's simply put into a single format report.
5. Customer Orientation Workshop 2	Golda	14 th to 15 th April	<ul style="list-style-type: none"> Workshop to be held in Windhoek Mariental, Gobabis and Walvis Bay to participate
6. Detailed Analysis and Report of the BEE Surveys	Gruzi, Ivin	16 th April	<ul style="list-style-type: none"> A minimum of 24 survey questionnaires to be completed for each municipality
7. Joint P3 Team Meeting in Cape Town	Jobson, Ivin	20 th – 21 st April	<ul style="list-style-type: none"> All P3 Project Teams from Namibia, Botswana and South Africa to meet Jobson to make bookings for flight arrangements

8. Customer Orientation Workshop 2 Report	Golda	23 rd April	<ul style="list-style-type: none"> • I feel like we must produce a consolidated report of the 2 workshop at this stage.
9. Planning for Second Set of LED Roundtables	Gruzi	28 th April	<ul style="list-style-type: none"> • We must have all the dates agreed and established by this date
10. Financial Management Workshop	Ivin	26 th to 30 th April	<ul style="list-style-type: none"> • Exact workshop dates to be determined in consultation with Roy and municipalities