

# North-South Local Government Co-operation Programme

Paavo Taipale

Internal evaluation of  
environmental and  
infrastructure components  
of four local government  
partnerships in Namibia  
and Swaziland

Kuntaliiton  
VERKKOJULKAISU

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# North-South Local Government Co-operation Programme

## Basic facts

The North-South Local Government Programme is coordinated and administrated by the Association of Finnish Local and Regional Authorities, the AFLRA (Suomen Kuntaliitto in Finnish) and funded by the Ministry for Foreign Affairs of Finland. The Programme is an initiative by the AFLRA and it has started in 2002.

The overall objective of the Programme is to strengthen the capacities of local government to provide basic services and to promote good governance and local democracy, all by taking into consideration the principles of sustainable development. Through the Programme is also promoted awareness-raising, tolerance and development education.

The Programme supports co-operation between Finnish local governments and local governments in Southern countries (OECD/DAC list). Geographical focus in 2008-2010 is Africa. The Programme also produces information – researches, studies and organizes training – on issues of local governments and decentralization in African countries. This study is part of the North-South Local Government Co-operation Programme's publications.

### For more information:

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# Contents

|  |           |
|--|-----------|
| Executive summary  | 7         |
| <b>Introduction</b>  | <b>10</b> |
| <b>Lempäälä-Ondangwa and Kangasala-Keetmanshoop partnerships (Namibia)</b>         | <b>11</b> |
| Implemented activities in relation to original objectives                          | 12        |
| Major results  | 14        |
| Challenges and problems in project implementation                                  | 15        |
| Technical and financial challenges   | 15        |
| Capacity building  | 15        |
| Ownership issues   | 16        |
| Recommendations for the partnerships   | 16        |
| <b>Vantaa-Windhoek partnership (Namibia)</b>                                       | <b>18</b> |
| Implemented activities in relation to original objectives                          | 20        |
| Major results  | 20        |
| Challenges and problems in project implementation                                  | 21        |
| Technical and financial challenges   | 21        |
| Capacity building  | 21        |
| Ownership issues   | 21        |
| Recommendations for the partnership  | 22        |
| <b>Salo-Mbabane partnership (Swaziland)</b>  | <b>23</b> |
| Implemented activities in relation to original objectives                          | 24        |
| Major results  | 27        |
| Challenges and problems in project implementation                                  | 27        |
| Technical and financial challenges   | 27        |
| Capacity building  | 27        |
| Ownership issues   | 27        |
| Recommendations for the partnership  | 28        |
| <b>Concluding remarks</b>  | <b>29</b> |
| <b>Recommendations for the future implementation of the programme and projects</b> | <b>30</b> |
| <b>Annexes</b>   |           |
| Annex 1. List of persons interviewed   | 31        |
| Annex 2. List of reports reviewed  | 32        |



# Executive summary

This report provides state of the art information of environmental and infrastructure components of four north-south partnerships within the programme for local government cooperation, administrated by the Association of Finnish Local and Regional Authorities AFLRA. Documentation is based on the two week field trip to Namibia and Swaziland in November-December 2009. In addition, a few representatives of these partnerships have been contacted by phone or e-mail.

The overall objectives of the AFLRA programme are poverty eradication; response to environmental threats; equality, democracy and human rights; good governance and prevention of conflicts. The components of the projects evaluated here mainly re-sponse the two first of these with some input to good governance too.

Lempäälä-Ondangwa (Namibia), Kangasala-Keetmanshoop (Namibia), Vantaa-Windhoek (Namibia) and Salo-Mbabane (Swaziland) partnerships were visited in south, focusing mainly their municipal infrastructure and environmental components. Managerial staff members were interviewed and field tours were made in each of the destinations. It is important to note that municipalities in these partnerships differ remarkably from each others in terms of their size, resources, knowledge and political environment. Therefore the implementation of projects also varies rather much, but can still be successful.

In Ondangwa the main focus of activities in 2009 was stormwater management after severe rains and flooding in the region. Stormwater management plan prepared as a part of the cooperation project was appreciated. It definitely offered a useful platform for more detailed work to decrease vulnerability of urban settlements against floods in Ondangwa. Focusing on stormwater issues took attention and resources out a little bit of water distribution network management and waste management, which were two other main focus areas. Network documentation was however conducted and it was nearly ready at the end of 2009. Planned leakage detection measures could not have been done yet due to some hidden valves in critical locations. Awareness rising on waste management has been promoted on e.g. by local radio channels and waste management policy guidelines will be formulated as soon as national regulation is available.

In Keetmanshoop the water distribution network map was revised after extensive field work mainly done by twinning students from Namibia and Finland. The leakage detection measurement could not be done due to a number of jammed valves in the network and their potential breaks if opened (as there were no resources ready for necessary spare parts). The town suffered serious lack of professional managerial staff. This has made rather challenging to complete all planned project activities and has also led to certain ownership problems.

Water distribution leakage detection measures are strongly recommended to be completed in 2010 both in Keetmanshoop and in Ondangwa. Based on the information from these, measures to cut leakage to improve the economy of the water services should be started without delays. Ownership of project in Keetmanshoop should be strengthened by occupying vacant managerial posts and improving communication within town administration including elected council members.

Activities of the environmental component in Vantaa-Windhoek partnership were mainly scheduled for 2010, so it was not possible to evaluate achievements yet. How-

ever, many of the listed activities were already in progress. Activities in this partnership have strongly linked to cities ordinary annual activities. Thus they will most probably be successfully implemented. Waste management policy and regulations have already been formulated and approved by the council. Waste licensing system is in planning phase and the respective operational system in Vantaa has been studied. Awareness raising activities are implemented in many various ways.

Mbabane town council has long lasting partnership with Salo. Main focus areas are waste management, GIS systems and urban centre development. Waste information centre now operates with trained part-time staff or volunteers, three recycling stations have been constructed in schoolyards and one more sophisticated station is almost ready to serve community people. Environmental Management System (EMS) for the town council is under preparation based on the Status of Environment Report published in 2009.

GIS system was established in Mbabane in 2008, but due to lack of staff and municipal funding for software license, the process was on hold the whole year 2009. Necessary resources have now confirmed to relaunch GIS development in 2010. These include about 7000 € allocation for renewing data server and internal network in the town council. Objective is to expand its availability to all relevant managerial and planning staff within the town council.

Urban planning of the centre of Mbabane started in 2009 by a consultant work. Proposals are under assessment in early 2010. Experts from Salo participated in both selection of the consultant and assessment of proposals.

In Lempäälä-Ondangwa and Kangasala-Keetmanshoop partnerships the project activities were rather clearly defined, although all the objectives have not yet been met. Results were visible and quite easy to pick up from other activities of municipal administration. On the other hand, in these partnerships the northern partner “drove” the project more clearly towards the goals. This quite obviously was done because of rather limited human resources in the organisations of the southern counterparts. It was not really criticised by them, but it contains risks of sustainability of project results.

Both Windhoek and Mbabane, being capitals of their countries, had more qualified and numerous managerial staff compared to other municipalities in the countries. Therefore they can more strongly formulate project objectives and has a strong influence in the implementation practices. Both Vantaa-Windhoek and Salo-Mbabane partnerships are based on close linkage of project activities with cities’ ordinary annual planning procedures and development activities, which they most probably would have been implemented in any case. This improves achievement of objectives. These partnerships represent “mature cooperation practice”, which supposed to be possible to include in partner’s ordinary operation in some years.

Majority of the objectives set to different project components have been met, however. There are some delays in implementation, but partners are committed to fulfil the requirements of the contracts during the last contractual year. All southern partners feel the projects useful and important and focusing on right issues. They strongly hope continuation of their partnerships in the future too.

A few recommendations for the future implementation of this programme and its projects were given based on the observations during the evaluation. Firstly, possibilities for more long term (up to 2 months) exchange of experts of municipal staff from the partnership municipalities should still be considered. It was strongly emphasized practically by all southern partners. To put it effectively into practice, it may need increase of project budgets and thus more money in programme funding.

Secondly, in order to get full benefit out of the projects, it is essential to confirm reasonable information dissemination between different departments of municipal administration. Furthermore, it seems still to be a need also to point out the importance

of regular and close cooperation between various project components and responsible persons within the municipalities.

Thirdly, south-south information exchange should be improved, even by creating a specific platform (website and/or regular seminars or conferences) for this, if such platforms do not already exist. At least in countries, where more than one project under this programme framework is running, there should be possible to find a way to exchange experiences and compare achievements, processes and practices on national level. If possible, the networking and information exchange could be fruitful to enlarge to cover similar projects funded by other foreign donors (like development agencies from Nordic countries or EU) in these countries.

# Introduction

This internal evaluation has been conducted in order to gather fresh information from the field regarding the implementation and benefits of the North-South Local Government Co-operation Programme administrated by AFLRA by visiting the Southern partners of four different projects. The evaluation focuses on the municipal infrastructure and environmental components of the projects only. The field mission in Namibia and Swaziland was done by Mr. Paavo Taipale (MSc. Eng.) on 27.11.-13.12.2009.

Evaluation based strongly on interviews of key staff members of local authorities and respective field trips made to get an impression of practical measures taken in each municipality. Originally it was planned to interview other project stakeholders too, but due to start of holiday season this appeared to be too complicated within the time schedule of the mission. Some additional information has been gathered later via e-mail correspondence. Interviews and field trips were made in 30th Nov and 1st Dec in Ondangwa, 3rd and 4th Dec in Keetmanshoop, 7th Dec in Windhoek and from 9th to 11th Dec in Mbabane.

The main objective of the evaluation and the field mission was to get a more up-to-date picture of the status of implementation of these selected four projects and to develop proposals for even more smooth and beneficial practices for the project implementation and running the whole programme. Thus the implementation of the projects in each partnership municipality in the light of its set objectives was assessed. Also the achievements of the project components in question and impacts to the local government were discussed. Therefore, managerial municipal staff in the field of environmental and technical infrastructure components, as well as municipal CEO's of the Southern partners were interviewed. Also some representatives of their Northern counterparts were contacted.

The use and benefits of various types of expert and student exchange within the projects were analysed in the light of potential capacity building of the local personnel. Furthermore aspects of ownership (motivation and involvement of the Southern local government/municipal officer and/or elected representatives), effectiveness and sustainability were assessed. Equality issues between the partners within the establishment and implementation of the project were studied. Finally some recommendations for the future project implementation and running of the programme were presented.

# Lempäälä-Ondangwa and Kangasala-Keetmanshoop partnerships (Namibia)

Since these two partnerships originally have had equal objectives and the approvals of the applications have been made based on more or less common documentation, they are discussed simultaneously in this report. As a whole, these two partnerships consist of four components, namely

- local democracy development
- development of local business and enterprises
- improvement of water services
- capacity building for waste management and promoting healthy environment

Overall objectives of these partnerships (in the fields of mission focus) according to contract were:

- To build capacity to minimize environmental damage and economic losses caused by water leakages and storm water in Ondangwa and Keetmanshoop
- To build capacity for waste management and promoting healthy environment in Keetmanshoop and Ondangwa
- To promote interaction, e.g. business contacts between the local authority areas
- To promote capacity building through south-south and north-north cooperation

In addition to these, the following short term objectives of the projects were set:

- Water systems and storm water systems are mapped and documented and development plans exist, including water leakage detection
- Recommendations for developing management and economics of water administration have been made
  - ⇒ Water services and storm water security will have increased
  - ⇒ Economy of the Local Authority is improving through water service efficiency
- Regulations of waste management and environmental hygiene are updated
  - ⇒ Environment is getting cleaner and more hygiene
  - ⇒ Competitiveness in tourism and agricultural production will increase
- Potential for recycling is planned and promoted
  - ⇒ Environment is getting cleaner and small entrepreneurship in this field is developing

To meet the objectives, following activities were prioritized in the project documents:

- Situation analysis of water management will be made, development plans prepared and implementation piloted.
- Situation analysis of waste management and environmental hygiene and regulations will be made, policies and regulations developed as well as implementation planning of policies and systems
- Human resources development

These two partnerships have been running since year 2007. The representatives of the southern partners generally see contents and focus of the project satisfying well their needs. In Keetmanshoop the CEO changed after the project has begun, so the current CEO was not involved in the project planning. Councillors were generally reported to be satisfied and happy with the project planning and implementation. They think both Northern and Southern partners have had equal enough opportunities to influence the project formulation. However, in Keetmanshoop certain ownership problems are obvious.

## Implemented activities in relation to original objectives

### Water and storm water systems documentation and development of management and economics of water administration

The extensive water distribution network documentation work was carried out in both towns. This was coordinated by the Finnish expert, who has made regular visits (twice annually) to both towns. Actual field work was conducted by the twinning exchange students from Finland and Namibia. Practical training periods and thesis works, which are essential parts of their studies, are partially financed via this project. In Keetmanshoop the documentation was rather successfully completed. As a result, a new networks map was provided supplementing a nearly 30 year old previous version. In Ondangwa the map was also printed, but numerous hidden valves still decrease the reliability of the map.

Poor database on water distribution network interfered achieving some results in both municipalities. These problems were more severe in Ondangwa, where a number of valves in the network cannot be found, because they were covered by gravel, asphalt or other materials during various construction works on past decades. In both towns, water services are suffering from constant negative financial balance mainly due to unbilled water leaking from the network.

In Keetmanshoop an instant check was made during this evaluation mission, with the help of Financial Manager, on bookkeeping in order to find out whether any decrease in the volumes of unbilled water would be visible during the recent year. This was a period, when town installed water meters to sport facilities and water from town's own borehole began to feed cemetery and public swimming pool.

Due to lack of time it was not possible to find out invoices of the national bulk water company NamWater of the whole year period, but a few of those were easily available. According to comparison of statistics of bought and sold water in July and August in 2008 and 2009, it is hard to say, whether there is a difference. Total billed water volumes seem to be decreased in the period July-October from 313 000 m<sup>3</sup> to 294 000 m<sup>3</sup> between years 2008 and 2009, so by 6 %. The unbilled part of purchased water volume was 31 % in July 2009 (37% in July 2008) and 33 % in August 2009 (29 % in August 2008).

### Stormwater management planning

In Ondangwa, main achievement is the stormwater management plan. Actually stormwater issues overtook original project themes (water distribution network documentation and leakage minimisation) after serious flooding in Ondangwa region in February 2009. Regarding the emergency and short term measures indicated in the plan, they are implemented finances allowing (protecting pumping stations, opening stormwater channels, purchase of a mobile pump etc.). This flexibility in project implementation was appreciated by representatives of both southern and northern partners.

Updated, good quality topographic maps (based on aerial ortophotos) of the town area were not yet available in December 2009, but a Windhoek based consultant company hired by the town council is currently working with these. Maps should be available in early 2010. They are needed in the implementation of cost-effective and comprehensive stormwater management plan as well as in town planning and building inspection in general.

Land use reorganisation for public use to direct stormwater in vulnerable urban areas has been recommended in the plan. In some cases this will need removal of existing businesses and housing elsewhere. At most extreme situations the expropriation of land to town council is needed. These measures are in progress and the town council has already sent a few information letters to land owners to begin negotiations of conditions.

Also Keetmanshoop is suffering from stormwater problems. Due to much smaller rainfall and thanks to more hilly terrain, stormwater does not cause such long term harms like in Ondangwa. Water just passes by and do not stay on parcels long time. However, during rainy season a large amount of sand and gravel is moving on streets and rushing through gardens of houses. In extreme cases and in some areas of informal settlement, stormwater can even sweep away people's shelters. Also street sealing can become swept away, since there are a lot of gravel streets. Even if stormwater issue was written down in the application as one project activity area, it has not so far received much attention during project implementation in Keetmanshoop. This is because the main interest was to improve the database of water distribution network and stormwater problems are not so severe and their nature is different from those and as in Ondangwa.

Keetmanshoop's stormwater problem rose on the political agenda after rainy season in last March, when a councillor's house was damaged by flood. Most vulnerable areas for stormwater flooding are Westdene, Noordhoek, Kronlein and Tseiblaagte. So far there is no stormwater management plan in Keetmanshoop, similar to prepared for Ondangwa last March by the project's exchange student.

According to the information gained from the building inspector, approximately 150 building permits have been issued in Ondangwa in 2009. Building inspector took his post only eight months ago and do not know thoroughly the previous practices, but confirmed that recommendations for lowest allowable construction levels of the stormwater management plan have been taken into account for new buildings. In Keetmanshoop about 200 building permits are issued annually.

## Waste management and environmental hygiene issues

The situation analyses of waste management in both southern municipalities have been conducted in 2007-2008, led by Finnish experts from municipalities of Kangasala and Lempäälä. During 2009 the main focus has definitely been the waste management policy guidelines, which is under finalisation in the Namibian Ministry of Regional and Local Government, Housing and Rural Development and will then be implemented on the local level. The Public Health Act (from year 1969) is also under revision in the Ministry of Health. It will regulate certain parts of waste management operations too.

Representatives of Ondangwa town council (mostly Head of Environmental Health) have been involved in the preparation of the guidelines. Finnish exchange expert has participated in the work in the ministry during her visits in Namibia. Local administration is responsible for the implementation of policy, and representatives of Ondangwa believe to cope with its principles as well as the updating it regularly in the future.

Also awareness raising activities has been conducted in Ondangwa with success for example to get rid of illegal dumping. These are organised by town council staff. Several methods for awareness rising among citizens have been made in Keetmanshoop too.

The monthly newsletter of the town is occasionally used as an information channel. A few years ago (prior to this project) a school campaign was conducted town providing materials for it. Certain youth groups have also contributed to this theme, but municipality has not recently been in touch with them. Also punishment practices against illegal dumping has been implemented by issuing a 1000-2000 N\$ (~ 95-190 €) fine to dumpers.

## Student and expert exchange

Lack of qualified personnel and their commitment to work for municipality for years seem to be serious problem at least in some areas of expertise. Fortunately in Ondangwa all the key responsible persons within the infrastructure and environment have stayed on their posts during the whole project period. In Keetmanshoop there has been rigorous change of managerial municipal staff during the project implementation. Temporary project personnel (visited experts and exchange students) helped a lot the overloaded municipal staff in the project implementation.

The concept of twinning students from Finland and Namibia for project work in various tasks in different phases of the project enjoys large appreciation in Ondangwa. Also the achievements of students were valued high. In particular, Mr. Risto Seppänen's work on development of stormwater management plan for Ondangwa [2], was mentioned as an "eye-opening" work.

## Major results

University students hired by the local authorities through the project have been a key resource in mapping water distribution system and later especially in locating hidden underground valves in the network. During the twinning periods, cooperation between the students and the staff worked well. This work has been essential to achieve the original objectives of the project, since leakage identification and their repair is impossible without functioning valve system. The progress in network mapping in Ondangwa has been remarkable in 2008-2009, but there is still quite a lot of work to be done. In Keetmanshoop the mapping is on reasonably good level now, although digital database, which was set as the original objective, does not exist.

When stormwater situation became critical in March 2009 in Ondangwa, more focus in project measures was put on it and the water network documentation never became ready so that it would have been possible to start leakage minimisation measures. However, Ondangwa benefitted very much of these efforts and thus the reassessment of focus can be seen as good project management in changing environment.

In 2008 a survey of water management in Keetmanshoop was carried out by Mr. Risto Seppänen [1]. A number of recommendations to improve water services in town were made. Some recommendations of the survey have already been taken into account. Among these are using town own boreholes to serve certain sporting facilities instead of water bought from NamWater and installing water meters to town's own properties. Also initiation of water saving campaign for town residents is seen important. These have been most important outcomes so far, although not sufficient, towards sustainable financial status of water utility in Keetmanshoop.

In the waste management section the results in relation to resources seem to be rather well achieved in Ondangwa. The council is waiting guidelines from ministry to develop waste management policy and guidelines. It also works on awareness rising through information campaigns in local radio channels etc. Obviously the fight against damages caused by severe flooding took most of the resources in 2009 and waste management and environmental issues was put a bit aside. In Keetmanshoop waste management activities and thus results within the project have been rather limited in 2009 due to open vacancies.

# Challenges and problems in project implementation

## Technical and financial challenges

When students no longer are available and their input to the water distribution network documentation has been essential, there is a potential risk that this work remains unfinished in Ondangwa for the time being. In due course no improvement of the financial basis of Ondangwa town can be seen regarding decreasing the volumes of unbilled water. For the long term sustainability of the town water services this should be seriously considered.

Although network documentation was rather successful in Keetmanshoop, the leakage measurements could not be implemented mainly due to the fact that many valves were jammed and town maintenance staff was unwilling to take a risk to break down valves by using excess power to operate them. Therefore the original objective of this project component (improving economy of the water services) was yet achieved hardly at all and distribution network leaks as earlier. Most serious leakages happen on long transfer pipelines between reservoirs, which often seem to have been constructed more or less without shut valves.

Regarding solid waste management, there are challenges with dumpsites in both municipalities. It would need remarkable investments to respond them and then successfully achieve all the original objectives set for this project in the field of waste management and environmental health. For example in Ondangwa, the currently used official dumping site next to the wastewater retention basins is extremely vulnerable for wastewater overflows from basins during heavy rains. In March 2009 large volumes of mixed wastes was flushed away towards town centre through residential areas creating potential health risks. However, there are no plans to get rid of waste dump, or actually replace it with more up-to-date landfill site, even if it obviously would not be a problem to find an alternative location.

Also in Keetmanshoop the solid waste management and especially the dumpsite management would need urgent improvement. Currently contractors unload wastes to an open dumpsite, which has no fences. This has led enormous littering and nuisance problems to a large area around the dumpsite, since winds spread plastic and other lightweight wastes to surrounding areas.

Changing attitudes in waste management from dumping to recycling and waste minimisation takes time and resources. Also restricted availability of waste transport vehicles (due to their shared use with infrastructure department) occasionally hinders effective waste collection in Ondangwa. In Keetmanshoop, the collection and sorting the waste is obviously not the biggest problem, but transport of sorted waste is. Due to very long distances and rather low price of recycled raw materials, transport from Keetmanshoop to for example Windhoek for reuse is often too expensive making recycling economically unfeasible.

## Capacity building

Keetmanshoop town has seriously suffered from staff changes in managerial posts during the recent years. Currently both the posts of Public Health Manager and Technical Manager are vacant and only the most necessary tasks are carried out by a part-time staff member. It is easy to understand that having two such key positions in the technical department practically unstaffed, the implementation of project suffers a lot. The current arrangement of vacancies does not support any strategic development in addition to survive with daily routines.

In addition to the lack of professional personnel, it seems that communication within town administration would need refreshment in Keetmanshoop. Water management survey and distribution network documentation conducted by university

students was appreciated, but more emphasis should have been put on integration their recommendations into managerial practice. It was also pointed out that since network documentation was done by fresh students, they did not have necessary authority to push their findings forward in the administration. Especially in Ondangwa, exchange trips of Namibian students to Finland were also hoped, but not included in the project.

Regarding attitudes of inhabitants, a quite remarkable difference has been noticed between Ondangwa and Keetmanshoop. People in Keetmanshoop seem to be more willing to recycle and take care of their waste than people in Ondangwa. Students thought this is due to longer period, over generations, tradition in urban living. In Ondangwa, there are much more people recently moved from rural areas, where proper waste management has never been an issue, due to lower population density and lower level of consumption.

National cooperation between the Namibian project towns is not on a fruitful level. CEO of Keetmanshoop strongly supports for example two weeks expert exchange between the national partners to benchmark each other's performance. Public health experts meet once or twice a year at congress organized by the Ministry of Health and technical managers have contacts with their colleagues in neighboring towns (for example in south with Lüderitz and Marienthal).

## Ownership issues

Ownership issues came into discussion especially in Keetmanshoop, which is seriously suffering from lack and change of professional staff. This in addition to change of political leaders has led to certain project ownership problems. According to the CEO, it might be possible to improve commitment by including a small proportion of locally self-organized funds in project financing. Longer exchange periods (from several months up to two years) of senior expert staff were also seen as one tool to improve the situation. This would help "learning by doing" in other organisations and then transferring knowledge to local staff members.

From the northern partners' point of view, this is rather challenging. Especially smaller or medium-sized municipalities in Finland (like here Kangasala and Lempäälä) have so limited numbers of senior expert or managerial staff in their own organizations that longer exchanges often are unrealistic. Changing persons between visits also quite easily slows down development process, since new persons have to learn background, current status and working environment of the project each time.

Northern partner has taken rather active role in project implementation and Keetmanshoop was not always able to respond reasonably due to lack of staff and rigorous change of top management and political decision makers. Therefore, according to the CEO, a slight reassessment of project plan for remaining project period could be useful. To confirm results, the council should urgently occupy vacant key positions in the town organization by fully qualified personnel.

CEOs told that council members have also been expecting more long term expert exchanges. They also hoped resource reallocation from travelling between North and South to investments on infrastructure or staff recruitment in the South.

## Recommendations for the partnerships

For the final year of the current contract:

- Water distribution network mapping (in Ondangwa) and leakage detection measures shall be completed in 2010. Based on the information from these, measures to cut leakage and improve the economy of the water services should be started without delays.

- Waste management policy guidelines shall be taken into operational practice in 2010.
- Ownership of project in Keetmanshoop should be strengthened by occupying vacant managerial posts and improving communication within town administration including elected council members. This has to be solved locally in Keetmanshoop practically without assistance from northern partner.

For the coming years:

- The current dump site in Ondangwa should be closed, landscaped and carefully covered with impermeable soil layers and equip with effluent quality monitoring and possibly with gas collection chambers. This will no doubt need funds from various financing instruments, since local customers cannot afford remarkable rise in waste fees.
- Keetmanshoop town has planned to get rid of current dump site by closing it and construct a proper landfill on a new location. In 2007 a consultant completed an impact assessment study (not as a part of this project) of the new landfill. Political decisions should be made without further delays to progress with this initiative as it already has been on the agenda of councillors. Then cooperative effort to secure finances for the construction work can be started.

# Vantaa-Windhoek partnership (Namibia)

Vantaa-Windhoek partnership consists of six components:

- good local governance
- city cultural heritage
- community services (early childhood development and library)
- business development and city planning
- youth cooperation
- environment

Within this evaluation, two out of six components of this partnership were discussed. Objectives of the cooperation according to the project application were as follows:

- 1) Development of services for local business life and enterprises (enterprise incubation)
  - Development of urban planning in Windhoek, improvement of housing production and speeding up land management as well as encouraging public-private partnerships as one tool in urban planning. Objective is to develop an attractive, safe and comfortable city centre.
- 2) Environmental component
  - Development of solid waste management (SWM) policy

Main focus was in environmental component (waste management). In the environmental component, a number of clear objectives were set in the application for year 2010. However, many of these were already in progress in late 2009:

- To establish a Licensing and Registration system which will control industry waste management activities thereby ensuring that any adverse impact on human health and the environment is detected and mitigated in time.
- To establish a Waste Information System to contain data gathered through the Licensing and Registration system
- To have an informed community and industry that understands the principles within the SWM Policy and has internalised the City's position with regards to the management of waste.

Expected results were respectively:

- A Licensing and Registration system established by June 2010
- A Waste Information System developed by June 2010.
- Updated Awareness raising material developed and distributed
- Community meetings and education sessions held with various target groups
- The concept of Cleaner Production adopted within industry
- Solid Waste Management Marketing Strategy developed
- Awareness rising extended to industries

The activities of development and implementation of a Licensing and Registration system

- Draft and outline of the Licensing and Registration system
- Consult the City Of Windhoek's Enterprise Resource Planning Project for integration of a Waste Information System into the current Enterprise Resource Planning (ERP) project
- Investigate an external third party system if necessary
- Inform stakeholders regarding the system through stakeholder consultation with various target groups
- Finalise strategy of implementing the system and submit for approval
- Once approved, commence implementation of system through voluntary data gathering from industry.

The activities of awareness rising to be implemented with project funds are as follows:

- Education sessions with various target groups
- Development of a SWM Marketing Strategy
- Improvement of SWM Website and SWM Logo
- Development of educational materials (pamphlets, billboards, ads in relevant magazines, audio and television inserts, posts on websites)

The city planning component was discussed only briefly, since project activities in this field were only recently agreed in December 2009. According to the project application, the main aim of the city planning component is to strengthen the centres as part of a regional network and as social and cultural centres. By constructing workplaces and dwellings in the centres, the spatial cohesion improves and opportunities arise for all-round services and for an urban culture to develop. The following areas of activity have been identified during initial discussions:

- Revitalization of Central Business Districts (CBD)/ City Centers
- Public Private Partnership (PPPs) on City Planning & Development
- Land Delivery and Housing
- Public Transport

The expected results for the city planning cooperation activities would focus on Urban Design and the revision of our CBD Master Plan. The two counterparts will furthermore agree on the specific activities to be implemented this year, given their respective resources.

According to discussion with the managerial staff members of City of Windhoek Solid Waste Management Division, the city seems to be far ahead – as assumed - from other Namibian towns in this field. This opinion strengthened during a tour to sorting stations and a landfill, which has many similarities for example with the Finnish ones. A gas collection system for the landfill is under investigation. Problem is still to get more inhabitants motivated to recycling, separation and minimisation of waste. Staff of private contractor (which operates the landfill by a long contract) sort glass, metal and cardboard waste on landfill after unloading of trucks. The occupational health conditions of those workers are often not on appropriate level.

The waste division should function by cost recovery principle, but in practice roughly 70 % of the costs can be covered by waste fees and charges. Payments are collected as a part of a municipal utility bill together with water payments.

Waste management enjoys strong support from political decision makers. Elected representatives have set up 16 regional committees in different parts of Windhoek to discuss e.g. waste management and promote awareness rising among residents. Municipal staff sees this as a strong support to their work, since there is good trust to councillors among the citizens.

## Implemented activities in relation to original objectives

### Waste management issues

Regarding the Vantaa-Windhoek cooperation project, it looks like Windhoek is continuing waste management tasks as it has decided to carry out anyway. This project, however, offers an extra boost for certain activities and provides fruitful exchange of experiences.

For example, Windhoek is doing a lot for awareness rising. "Marketing" has been conducted in schools, nurseries etc. by printed materials, videos, and integrating waste issues in various school disciplines like handicrafts and art. Also special public events have been organised. Schools and education administration are generally very positive regarding these types of interventions. Occasionally some parents complain that city is pushing its tasks (paid in utility bills) back to families by requiring recycling etc.

Development of waste management policy and regulations for Windhoek has been a main topic in cooperation. It seems that Windhoek has developed these without waiting nation level revision of legislative framework, which seems to be the case in other partnerships in Namibia. The development process of waste management regulations was assisted by a consultant company and proposals were communicated with various types of waste producers as well as with different NGOs. Also a public hearing event was organised, but with a very low attendance.

Another essential activity is development of waste licensing and registration system for enterprises in Windhoek. The system used in Helsinki Metropolitan Area Council (from 1.1.2010 Helsinki Region Environmental Services Authority) was studied during the visit in Finland in May 2009. Own system is in its planning and formulation phase, but Windhoek representatives believe it will be in operation by mid 2010 as planned.

Some leading export industries in Namibia have adopted Cleaner Production principle in their management and operations. When companies discuss their waste management issues with the city, the staff guides also in cleaner production issues as relevant, however without offering detailed consultancy services.

### City planning

Activities related to city planning in the business development component are in the planning phase. Mr. Jukka Kullberg from Vantaa visited in Windhoek in October 2009. The visit was found very useful for all participants as he had an opportunity to consult with all the relevant stakeholders within the City of Windhoek as well as with some external stakeholders in order to obtain their views on city planning and development. More in-depth consultations were held with the specific department responsible for planning.

It was agreed that the cooperation activities with respect to City Planning would focus on Urban Design and the revision of our Central Business District Master Plan. The two counterparts will furthermore agree on the specific activities to be implemented this year, given their respective resources.

### Major results

As mentioned earlier, a vast majority of the activities of this project component were scheduled for 2010, so results will be ready for evaluation only later. However, waste management policy and regulations [3] have now been approved by the council and policy is still waiting the confirmation from the Ministry of Regional and Local Government, Housing and Rural Development. As soon as it is received, both documents

will be implemented. Marketing plan for the implementation and communication of waste management regulations households, enterprises and other organisations in Windhoek is under preparation. It seems that this objective of the cooperation project will be well achieved.

A consultant has also been hired to study alternatives for hospital waste treatment in Windhoek. Hospital waste is currently incinerated on site, in hospitals' own incinerators, often in the middle or in the vicinity of settlements. The objective is to get rid of this practice and find a more sustainable way for hospital waste treatment. As far as this objective will be met, the key achievements in Windhoek responds well in the objectives set for the cooperation.

Visits to Vantaa and knowledge gathered from there as well as comparisons between practices in North and South were found very useful. Contacts between the partners are regular and mostly well developed. Windhoek focuses strongly to job creation in public services and thus all possibilities of automation of waste management processes have not utilised here due to good availability of inexpensive workforce for blue collar tasks.

In general, the cooperation has been balanced and provided a good platform for exchange of expertise. This exchange was hoped to be strengthened further by more long term visits of a qualified experts from the North, with Windhoek defining expertise needed. Also comparisons in the development of various waste management practices would be useful in the coming years. Continuation of waste management component within the partnership would be welcomed in South, but as development is in good progress, it may proceed without extra attention in the partnership.

## Challenges and problems in project implementation

### Technical and financial challenges

City of Windhoek has in principle rather solid financial basis (compared to average Namibian level). Also the knowledge of technical solutions and capability to development is quite good. Waste management seems to develop step by step towards more sustainable practices. International cooperation can speed up this development at some extent.

### Capacity building

In generally Windhoek can attract fresh graduates from polytechnic, even if they cannot receive full competence for waste management tasks in polytechnic and therefore require on-the-job training. However, private sector often recruits these staff members after a couple of years.

### Ownership issues

No major difficulties with running of the project and its activities were reported. In general, it seems that both Vantaa and Windhoek implement own strategies and action plans and are rather self sufficient. But this partnership can offer some added value for their work. Top management and representatives of elected decision makers seem to be well committed to the partnership and its objectives.

## Recommendations for the partnership

It could be useful to contact City of Mbabane regarding possible benchmarking on urban centre development, since both cities are working with this issue within their partnerships.

It should be considered, whether the development of waste licensing and registration system as well as waste information system can be done so that also other municipalities are able to join the system later. By doing so, it would be possible to create one quite reliable nationwide system to serve as waste database on a long term, even if every single municipality never join it.

# Salo-Mbabane partnership (Swaziland)

Cooperation between Salo and Mbabane began already before the existence of the AFLRA programme. The very first contacts were set up in the beginning of the millennium in the field of sport services through expert exchange. Already years earlier Turku University of Applied Sciences (TUAS) were organising exchanges of nursing students between South-Western Finland and Swaziland. The current activities of TUAS in Msunduzi are focused on the Environmental Health Education Project (EHEP), where it is working parallelly with this Local Government North-South partnership between the cities of Salo and Mbabane. The EHEP continues environmental education about waste management and recycling, environmental health as well as composting and home gardening initiated in the previous project period (2004-2007) through the contribution of local volunteers.

Today the activities under the Salo-Mbabane partnership have expanded and are now described (as far they are related to the focus of this evaluation mission) in the project documents on the following way:

- Develop and establish the environment policy of the city of Mbabane including the establishment of EMS (Environmental management system and tools). Based on the policy establish environmental management strategies enshrined in the policy statements.
  - 1) Environmental Policy
  - 2) Planning
  - 3) Implementation and operation
  - 4) Operational control
  - 5) Checking and corrective action
  - 6) Management Review
- To continue with the activities of the waste information centre that has been established within Municipality Council of Mbabane by creating:
  - 1) more public awareness regarding waste management issues
  - 2) develop public policies regarding issues and find best strategies for waste minimization in Mbabane
  - 3) strong link of the schools to waste information centre activities
  - 4) engaging/involvement of more stakeholders in waste management initiatives (private companies, institutions, NGOs and the general public)
- To provide technical assistance for operation, management and development of the existing GIS system in Mbabane including plan for building of a proper data base and assessment of the needs of different sectors of the City administration.
- To assist in the creation of Urban Design Plan for the centre of Mbabane in order to make it more friendly and attractive to both the resident population of the City and tourists since it's currently lacking identity.
  - 1) Preparation of the plan by a consultant of the City of Mbabane (2008-2009) (collection data of the existing situation, analysis of the structure

and potential highlights of the Central area, assessment of historical, cultural and architectural qualities of buildings and public places of the City centre, proposals for actions).

- 2) Evaluation of the consultant's work and making recommendations when necessary.
  - 3) Conducting a working seminar in Salo (2009) and in Mbabane (2010). The scope of the Salo-seminar includes lectures on Urban Design practices in Finland and excursion(s) to relevant City centres in Finland. The Mbabane-seminar concentrates on the implementation of the plan and its proposals.
- Health living through Physical Activity
    - 1) provide the necessary facilities for sports and general physical activity
    - 2) ensure that existing facilities are maintained in a proper and required way and the development of additional facilities to cater for the Mbabane population

This is a second project phase with all three components in it. General feedback from the project activities both during the preparation and implementation is positive. The exchange of experts and experience seem to work well and the commitment to the co-operation seems to be strong at both ends. Compared to average Swazi municipalities, Mbabane as a capital of the country, enjoys relatively numerous and skilful staff, which support progress of the project activities. The amalgamation of ten municipalities in Salo region has a little bit – and understandably - slowed down their participation to activities. Earlier there were also minor problems with project money transfer after the approval, which led challenges partly due to different fiscal period (April-March) in Swaziland compared to Finland.

Contacts via e-mail between the partners in Salo and Mbabane are frequent. Councillors support strongly this partnership. Good results (like school recycling activities and recycling stations as well as training of persons responsible for awareness raising in communities) already achieved within the environmental component in certain pilot communities in Mbabane should soon be multiplied in other communities. Mbabane State of the Environment report was completed by Mazingira Consultants in 2008 [4]. Experts from Salo supported the work during their visits in Mbabane and via e-mail from Finland. The report has been recently received from printhouse in Finland and will be published to council in the near future. Toolkit to form a basis for the EMS will be at a draft stage in January 2010. It will then consulted by council and public as well as businesses in workshops before finalisation.

Introduction to sport services into municipal service delivery has been a totally new and very welcomed concept in Mbabane.

## Implemented activities in relation to original objectives

### Waste Information Centre and Environmental Management System

Waste Information Centre is in operation in small “barrack” in the centre of the town. It is occupied regularly (but not daily) by the advisory staff (8 persons, part-time) trained by project experts from Mbabane and Salo (and Turku University of Applied Sciences, Finland). A lot of information about recycling is available there in form of leaflets, recycling bins, posters and various handicrafts made of recycled materials. The advisory staff trains more persons for communities. Lectures in schools have been organised regularly and teaching staff is supporting the activities. Recycling stations have been built in three schools to demonstrate how recycling works.

Link with TUAS dry toilet project is strong and expert exchange with both TUAS and Salo has been very useful. However, more long term municipal staff exchange is expected in the future with hands on practice in the counterpart's organisation. Involvement of companies into recycling is also a huge challenge. Recycling companies often are interested in one waste fraction only and it is hard to get them take responsibility of various recyclables.

When Status of Environment report was completed in 2008, a process to develop EMS was started. At first a consultant based process was considered, but proven too expensive. Therefore contacts to University of Swaziland were set up to formulate a common pilot project between the university and the City of Mbabane. The Faculty of Health Sciences and the Faculty of Geography and Environmental Sciences and two professors Alfred F. Murye and D. S. Tevera respectively were committed to this development and a contract between city and the university was signed in November 2009. University will get a good pilot material from the project for their teaching purposes. This development work will be done with a close cooperation (by email) with TUAS and city of Salo.

The EMS will be a wide platform for all environmental related actions in Mbabane. Its elements will be integrated in city plans. It will look like system developed following ISO 14000 standard even if, according to current plans, it will not be certified. Other departments (public health, public works and planning) as well as the top management of the city are committed to the development phase. The real challenge will then be the operational phase, when practices should be incorporated in the everyday routines of the administration. So far everything seems promising, since "management is on board and schoolchildren have their ears open".

## Development of GIS system

There are total of 23 staff members in the Department of Planning. The planning team consists of director, two planners and two technical assistants. In addition there are group of 12 "town rangers" whose task is to control the development of informal settlements (by reforming them more "formal"). Staff is relatively well committed to work for the council and key positions are occupied long periods by same person.

Strong lobbying of council members for several years by professional staff was required to get GIS software and related hardware purchased in late 2007. In 2008 it was started to set up the system in Mbabane and a few days training, provided by the software delivery company in South Africa, was received. A start-up phase was successful, but without more training for more staff members the full set up of system was impossible. There was no allocation of renewing the licence for the software for 2009 (partly by purpose due to lack of training allocation for staff), the whole project to build up a comprehensive GIS structure for Mbabane has been stand-still in 2009. For year 2010 there is allocation for licence renewing, but still the training needs are imminent. Efficient use of GIS based administration processes would decrease administrative workload dramatically.

Data which supposed to be available through Mbabane's GIS application will contain topocadastral maps, street names, contours, location of pipelines and electricity lines (not based on coordinates). 70 000 E (~ 7 000 €) was budgeted for the year 2010 (fiscal year beginning in April 2010) to replace the data server of the town council in order to make it possible to build up an internal network. Then all relevant staff members could have access to GIS data from their own desktops.

## Creation of urban design plan

Urban Development of the Mbabane Centre was discussed. Early 2009 a tender for a consultancy services for a development plan of Mbabane's central areas was published.

A consultant selection was done in May after discussion with Finnish partners. Consultant work began in July 2009 and in November an outline [7] was provided and a draft based on those outlines (discussed and commented by Salo representative in Nov/Dec) is available by Christmas. Discussions with businesses, traffic operators and a national water company are included in this document.

Parallel to this Urban Plan for Centre (and outside of this Salo-Mbabane partnership), a private initiative for the development of the central quarter in Mbabane is in process. This is financed by a South-African investor, which hired a consultant company called McCormick Property Development to prepare a plan for its initiative. Public-Private Partnerships have practically not implemented in city centre development in Mbabane so far. City works for diversifying its revenue sources, since 80 % of income comes currently as property taxes.

The consultant's output entitled "Proposal for the development of the landmark commercial, retail, entertainment and residential precinct in Mbabane" was published and has recently received approval by the responsible ministry [8]. The implementation of this proposal would dramatically change the outlook of the very centre of Mbabane. With its up to 15 floor high rises combined with 35 000 m<sup>2</sup> offices and 30 000 m<sup>2</sup> retail premises it turns Mbabane to a modern western style centre. A number of buildings, including the current house of the town council, will be demolished as the plan will be implemented. A contract with the developer has been made setting responsibilities to the investor to rebuilt, improve and maintain certain main roads and streets in an around the area. It was not clear, what is the status of securing other public services regarding the future needs in the area.

In general, the cooperation was told to be very useful. Only part completely unimplemented is the working seminar on land use, which was supposed to be organised in Salo in past autumn. Since it was planned to focus on land use development and thus form a solid base for the consultant work now ongoing, it will most probably not organised any longer. Another seminar scheduled in Mbabane for spring 2010 should be organised since, it should concentrate on the implementation of the plan and its proposals.

## Health living through physical activity

Since early cooperation between Salo and Mbabane in the field of sport there has been a slight increase in city's financing of sport activities. As an asset, sport facilities are now part of parks in municipal book-keeping. Sport services covers rather well different groups of society, but the volume is too small. Recently the contacts to national sport organisations, for example football association, have been established and strengthened.

Training of sport trainers, development of recreational and sport strategy for Mbabane [5] and rehabilitation of a number of municipal sport facilities in the city have been the main outputs of the sport component of this project. The renovation of tennis and basketball courts in the central Coronation Park as well as adjacent children's playground have partly funded by the project. They have been in active use, except recent hail storm was partly damaged some of the structures. Also a governmental school for disabled children was equipped with playing site suitable for pupils' needs, partly with the help of the project.

With sporting places and facilities, the most important in coming years is their proper maintenance, even though more new facilities would also be needed. Implementation of sport strategy through reasonable allocations in city's budget and commitment of all relevant municipal administration is essential.

## Major results

The operation of Waste Information Centre seems to be permanent with trained, part-time staff. Its premises were very well equipped with various information material and products made of recycled material. Also three solid waste sorting stations were constructed on schoolyards and one more sophisticated station was under construction for one community.

The Status of Environment report was finalised and published. It forms a useful basis for the establishment of EMS for the city. As city's own resources to this work were found to be insufficient, manager successfully created contacts with national university ending up a contract to build up EMS for the city of Mbabane in 2010. This cooperation will benefit university too.

Overall, the implementation of environmental component is seen very beneficial for Mbabane and the expert exchanges have been very useful. Participatory measures in environmental issues are much more important in Swaziland than in Finland in order to get good results. Regulations given by authorities alone do not lead to success.

GIS software was purchased in 2008 with successful set up period. First steps were then taken, but in 2009 no measurable results in this field achieved due to cut of city's financing of software licenses and related training. However decisions were made to secure such financing for year 2010.

Consultant work to develop new urban plan for city of Mbabane began with the help of expert from Salo in consultant selection phase. Representatives of Salo will participate in the evaluation of consultant's proposals, which are available in early 2010.

Altogether seven coaches/trainers have been trained within the sport component of the project. Numerous sport facilities have been rehabilitated, especially in the central Coronation Park. Recently more emphasis has been put on the maintenance of facilities instead of constructing new ones.

## Challenges and problems in project implementation

### Technical and financial challenges

Lack of human resources and availability of funds for training, the establishment of GIS system has been on hold the whole year 2009. The city of Mbabane could not allocate money for renew the GIS software license so the system was practically out of use. This postponed the benefits to city administration.

Severe weather conditions, especially storm with large hails, damaged some on wooden facilities in children's playground rehabilitated by project. Most of the damages were still visible in December and some areas of playground looked unsafe for playing.

### Capacity building

Big challenge in the cooperation with Salo has been the Salo's GIS expert's limited skills in English language. To overcome this, the Mbabane delegation visited also in Turku. Continuous training is still needed. Mbabane prefers longer expert exchange to south (one month or more) so knowledge of wide variety of useful GIS practices will be able to transfer. This would also allow training the Mbabane's planning staff broadly.

Further training of sport trainers is still needed. Continuation of this project component in the future is highly appreciated and assistance in training of trainers/ teachers of disabled children.

## Ownership issues

Involvement of Mbabane was strong both in planning and implementation phase and at least equal to Salo. Political commitment to partnership is strong. Previous money transfer problems do not exist any longer. However, there could be useful search possibilities to speed up the approval procedure of the applications. From Mbabane's point of view, April is too late for approval, if activities should be incorporated in municipal budget. Occasionally, also the lack of in-house supporting funds cause temporary problems in implementation.

## Recommendations for the partnership

- To confirm smooth development of EMS and especially secure commitment of all sectors of municipal administration to its implementation
- To find sustainable way to get GIS system in use within the city administration
- To strengthen the links with business development component and urban planning especially when assessing consultant's proposals for urban development
- To contact City of Windhoek to benchmark waste management and urban development

# Concluding remarks

This evaluation of selected components of four projects within the AFLRA North-South Local Government Co-operation Programme gave an opportunity to compare different project formulation and implementation practices in two African countries. Solid waste management was one of the project focus areas in all these four partnerships. Other activities focused on water management, urban planning and use of GIS systems.

In general, all southern partners are satisfied with their project formulation and focus areas. Special appreciation was given to flexibility of project work programme in case of Ondangwa flood incident in February-March 2009, when more emphasis was put to stormwater management issues instead of water network documentation or waste management. Southern partners think they have had equal opportunities to participate in the project formulation. In the implementation, practices and involvement in steering varied between partnerships.

In Lempäälä-Ondangwa (Namibia) and Kangasala-Keetmanshoop (Namibia) partnerships the project activities were rather clearly defined, although all the objectives have not been met. Results were easy to see and pick up from other activities of municipal administration. On the other hand, in these partnerships the northern partner “drove” the project more clearly towards the goals. This quite obviously was done because of rather limited staff resources in the organisations of the southern counterparts. It was not really criticised by them, but it contains risks of sustainability of project results.

Both Windhoek (Namibia) and Mbabane (Swaziland), being capitals of their countries, had more qualified and numerous managerial staff compared to other municipalities in the countries. Therefore they can more strongly formulate project objectives and has a strong influence in the implementation practices. Both Vantaa-Windhoek and Salo-Mbabane partnerships based on close linkage of project measures with cities’ ordinary annual planning procedures and development activities. The aim is to improve the quality of these activities. This more or less guarantee the achievement of objectives, but at the same time makes it more difficult to see the added value of the external project funding. These partnerships represent “mature cooperation practice”, which supposed to be possible to include in partner’s ordinary operation in some years.

The activities of the environmental component of Vantaa-Windhoek partnership were mainly scheduled for year 2010, so it was not possible to evaluate achievements yet. However, many of the listed activities were already in progress. All other evaluated partnerships had some activities, which they could not have been completed. Reasons for these varied. Often they were somehow linked to lack of qualified staff or availability of project staff for short periods only in southern partner organisation.

Majority of the objectives set to different project components have been met, however. There are some delays in implementation, but partners are committed to fulfil the requirements of the contracts during the last contractual year. All southern partners feel the projects useful and important and focusing on right issues. They strongly hope continuation of their partnerships in the future too.

# Recommendations for the future implementation of the programme and projects

## Promotion of long term municipal expert staff exchange

Possibilities for more long term (up to 2 months) exchange of experts of municipal staff from the partnership municipalities should still be considered. It was strongly emphasized practically by all southern partners. To have an expert for a bit longer period for exchange, who in his/her own position deals with similar issues in municipal administration is more beneficial than very short seminar session or expert intervention offered by external consultants. To progress with this, it would require that costs of exchanges are reliably incorporated in the project budgets.

## Improvement of horizontal in-house information dissemination in participating municipalities

In order to get full benefit out of the projects, it is essential to confirm reasonable information dissemination between different departments of municipal administration. Furthermore, it seems still to be a need also point out the importance of regular and close cooperation between various project components and responsible persons within the municipalities. For example urban planning or city centre development measures should be in close contact with local business development. Waste management is another horizontal activity and a very important one in all visited projects. In general, “pipe administration” should be avoided and interdisciplinary practices cultivated instead.

## Improvement of south-south information exchange between ongoing projects

South-south information exchange should be improved, even by creating a specific platform for this, if such platforms do not already exist. At least in countries, where more than one project under this programme framework is running, there should be possible to find a way to exchange experiences and compare achievements, processes and practices on national level. For example in Namibia, ALAN (Association of Local Authorities in Namibia) or NALAO (Namibian Local Authority Officers) could be possible platforms to organise information exchange like annual workshop or dissemination days. On the other hand, projects having activities in similar fields in different southern countries would be very beneficial to establish contacts on professional level to benchmark their practices (for example projects containing waste management components).

## Development project approval schedules

Better compliance of project approval schedule with various breakpoints of fiscal years in different countries (like Dec/Jan in Finland, Mar/Apr in Swaziland and Jun/Jul in Namibia) should be considered.

## Annex 1 List of persons interviewed

### IN FINLAND

Dr. Pekka Pietilä, Tampere University of Technology  
Ms. Anna-Maija Hallikas, Finnish Water and Wastewater Works Association  
(previously Municipality of Kangasala) \*  
Mr. Timo Palander, Municipality of Lempäälä  
Ms. Terhikki Lehtonen, City of Salo  
Ms. Veera Jansa, City of Vantaa \*  
Ms. Kirsi Sario, Southern Finland Regional Administration \*

\* = telephone interview

### IN NAMIBIA

Mr. Martin Elago, CEO, Ondangwa Town Council  
Mr. Nauyoma Kandyimbi, Manager, Technical Department, Ondangwa Town Council  
Mr. Paul Ndjodhi, Head of Environmental Health, Ondangwa Town Council  
Mr. Filipus Petrus, student at Polytechnic of Namibia, Ondangwa  
Mr. Matthew Shangheta, student at Polytechnic of Namibia, Ondangwa  
Mr. Paul Vleermuis, CEO, Keetmanshoop Town Council  
Mr. Phanus Coetzee, Acting Head of Technical services (part-time), Environmental Health Manager (part-time), Keetmanshoop Town Council  
Mr. Nimrod Zwartz, Building Inspector, Keetmanshoop Town Council  
Mr. N. N. Financial Manager, Keetmanshoop Town Council  
Ms. (Analdinah) Maya Chipeio, Section Engineer (Licencing, Registration and Special Projects), Solid Waste Management Division, City of Windhoek  
Mr. Kalundu Kalundu, Section Head, Education & Marketing, Solid Waste Management Division, City of Windhoek  
Ms. Maazuu Zauana, Researches and Studies, Solid Waste Management Division, City of Windhoek  
Ms. Zurilea Steenkamp, City of Windhoek \*\*

\*\* = personal communication via e-mail

### IN SWAZILAND

Mr. Benedict Gamedze, Professional Assistant of CEO, Mbabane town Council  
Mr. Nhlanhla Vilakati, Director of Finance, Mbabane town Council  
Mr. Sinda Mabusa, Director of Environmental Health Services Department, Mbabane town Council  
Ms. Ellen Matsenjwa, Environmental Manager + waste project staff, Mbabane town Council  
Ms. Fiksile Dlamini, Director of Planning and Community Development, Mbabane town Council  
Mr. Mzwandile Ndzinisa, City Planner, Mbabane town Council  
Mr. Penga Vunga, Sports Coordinator, Mbabane town Council

## Annex 2

### List of reports reviewed

- 1 Water Management in Keetmanshoop Municipality, Risto Seppänen, 2009
- 2 Stormwater Management Plan in Ondangwa, Risto Seppänen, 2009
- 3 Solid Waste Management Policy and Regulations in Windhoek City Council, 2009
- 4 State of the Environment in Mbabane, 2009
- 5 Recreational & sports strategy for Municipal Council of Mbabane 2009-2011, 2009
- 6 Design Strategies towards Improving the Functionality and Aesthetic Appeal within the Mbabane CBD (Inception report), Integrated Development & Engineering Consultants (Pty) Ltd, October 2009
- 7 Proposal for the Development of the Landmark Commercial, Retail, Entertainment and Residential Precinct in Mbabane, McCormick Property Development, 2008

