

North-South Local Government Co-operation Programme

Suvi Kuusi

Correspondences between the Strategic Plans of the Southern Local Governments and the Co-operation Project Plans for 2010

Kenya, Tanzania, Namibia, South Africa,
Swaziland and Ghana

Kuntaliiton
VERKKOJULKAISU

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North-South Local Government Co-operation Programme

Programme overview

The North-South Local Government Programme is coordinated and administered 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. An initiative of the Association, the programme was launched in 2002.

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

The Programme supports co-operation between Finnish local governments and local governments in Southern countries (OECD/DAC list). The geographical focus in 2008-2010 is Africa. The Programme also carries out research and organises training on local government issues and the decentralization process taking place in African countries. This study is part of the North-South Local Government Co-operation Programme's publications.

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Introduction

This study examines the strategies of the Southern and Northern Local Authorities and Joint Municipal Authorities, which participated in the North-South Local Government Co-operation Programme administered by the Association of Finnish Local and Regional Authorities (AFLRA) in the beginning of 2010. The Programme operates in Tanzania, Kenya, Namibia, South Africa, Swaziland and Ghana. The North-South Local Government Co-operation Programme aims through co-operative relationships between Finnish and Southern local governments to build the capacity of the local governments to provide basic services, to advance good governance and administrative practice as well as to promote participatory democracy and sustainable social, economic and environmental development.

The purpose of the study is to analyse the correspondences between the Strategic Plans of the Southern Local Authorities and the project plans of the local government co-operation linkages for the year 2010. The Strategic Plans, which have different titles in different countries, represent the overall guiding documents of the Southern Local Authorities. The Strategic Plans set the Local Authorities' priorities, actions to be taken etc. In addition to the Strategic Plans, the Southern Local Authorities also have strategies and policies for specific sectors, for example waste management. Several co-operation linkages have developed or are in the process of developing sector-specific strategies in their co-operation projects.

The material of the study consists of two main parts. The author of the study analysed the correspondences between the Strategic Plans of the Southern Local Authorities and the co-operation linkages' project plans for 2010. The analysis was sent to the Northern and Southern Local Government Project Coordinators of the co-operation linkages for comments. The analysis provides an overview on the extent to which the co-operation projects are in conformity with the Strategic Plans of the Southern Local Authorities.

The study also included a questionnaire for the Project Coordinators of each participating Local Authority and Joint Municipal Authority, which was sent to them in January 2010 (please refer to Appendix 1). The questionnaire mapped out the strategies for international co-operation and the processes of creating the Strategic Plans in the South and in the North, other strategies of the Southern Local Authorities, as well as views of the Project Coordinators on the content of their co-operation with respect to the Strategic Plans and needs of the Southern Local Authorities.

The correspondences between the Strategic Plans of the Southern Local Authorities and the project plans for 2010 are presented mainly in tabular forms. It should be noted that some of the Strategic Plans of the Southern Local Authorities were more detailed than others. While some Strategic Plans contained detailed action plan matrixes, others described their strategic objectives and action plans on a much more general level. Because of this the tabular presentations differ slightly from each other, and the amounts of corresponding objectives, activities etc. cannot be compared between different co-operation linkages.

The study includes 12 local government co-operation linkages, which were in implementation phase in the beginning of 2010. Two Southern Local Authorities, the Municipality of Omaruru and the City of Windhoek in Namibia, did not have a Strategic Plan in place at the time of the preparation of the study. Therefore the study

does not provide an analysis on the correspondences between their Strategic Plans and project plans for 2010, but the study summarises the responses of the Project Coordinators to the study questionnaire.

Kenya

Hattula Municipality-Janakkala Municipality-Nyahururu Municipality Co-operation

Summary

The four components of the Hattula-Janakkala-Nyahururu co-operation project plan for 2010 are in conformity with the Strategic Plan 2007–2012 of the Municipal Council of Nyahururu.

The Strategic Plan defines two main sets of priorities for the Municipal Council of Nyahururu: the strategic objectives and initiatives of the major Departments, and 11 key issues of the Municipal Council of Nyahururu. The priorities are many, and the components of the project plan for 2010 address some of them. The components address either all or some of the problems and strategies of a particular priority defined in the Strategic Plan.

One can find a match to all the objectives, outputs and activities of the project plan in the Strategic Plan of the Municipal Council of Nyahururu, except for the objective and activity of introducing IT to primary school pupils. The project plan for 2010 argues for its inclusion in the project with other development objectives and priorities such as Kenya's Vision 2030 and the Millennium Development Goals.

The administration component of the Hattula-Janakkala-Nyahururu co-operation project plan for 2010 is in accordance with some of the many strategic objectives of the Clerk's and Treasurer's Departments defined in the Strategic Plan 2007–2012 of the Nyahururu Municipal Council.

The education component is in accordance with the problem of congestion in the classrooms especially after the introduction of free primary education, which is defined in the Strategic Plan as one of the three problems of the key issue of education. The education component is also in line with the Strategic Plan's key issue of environmental concerns, and the objective of the Clerk's Department to computerize the municipal administration and to give IT training for the staff members.

The environment component is in accordance with the key issue of environmental concerns as well as the Town Engineer's Department's strategic objective of beautification of the town.

The tourism component is in accordance with the key issue of tourism. It is also in line with the key issue of promoting investment in Nyahururu, as well as broadening the revenue base, which is one of the priorities of the Treasurer's Department.

1 Introduction

The present study first summarises the contents of the Strategic Plan 2007–2012 of the Municipal Council of Nyahururu. The study then examines the correspondences between the Strategic Plan and the Hattula-Janakkala-Nyahururu co-operation project plan for 2010. After the analysis the study summarises the responses of the Project Coordinators of the Hattula and Janakkala Municipalities and the Municipal Council

of Nyahururu to the study questionnaire in the Chapter “Views of the Project Coordinators”.

2 Strategic Plan 2007–2012 of the Municipal Council of Nyahururu

Structure and Priorities

The Strategic Plan 2007–2012 of the Municipal Council of Nyahururu discusses:

- the mandate, vision and mission of the Nyahuhuru Municipal Council;
- institutional values of the Municipal Council;
- revenue of the Municipal Council;
- internal and external situation analysis;
- stakeholders analysis;
- key issues’ challenges;
- institutional review on Council structures and staffing including the strategic objectives and initiatives of the four major Departments of the Municipality;
- monitoring and evaluation.

The Strategic Plan identifies **two main sets of priorities: the strategic objectives and initiatives of the major Departments, and 11 key issues of the Municipality.**

According to the Strategic Plan, the Nyahururu Municipal Council has **four major Departments**. The Strategic Plan identifies various departmental strategic objectives and the objectives’ strategic initiatives and actions to be taken for each of these four Departments. These strategic objectives, initiatives and actions are represented in an implementation matrix in the Strategic Plan, and they are too numerous and detailed to be listed here. The major departments and the number of their strategic objectives are listed below:¹

- Town Clerk’s Department: 10 strategic objectives;
- Town Treasurer’s Department: 7 strategic objectives;
- Town Planning and Engineering Department: 6 strategic objectives;
- Public Health Department: 6 strategic objectives.

For example, one of the strategic objectives of the Clerk’s Department is to improve on record keeping and management for easy retrieval. The strategies for this objective are computerization, training of staff and updating the registry. Activities to achieve these include reinforcement of computer skills, train staff in IT, develop a catalogue of the files, and update the registry.

The Strategic Plan defines 11 key issues of key aspects and service areas, as well as the key issues’ most important problems and strategies to respond to these problems. The problems and especially their strategies of responding to them are too many to be listed here. **The 11 key issues include:**²

- infrastructure;
- health;
- education;
- water & sewerage;
- tourism;
- environmental concerns;
- public utilities;
- public health;
- security and lighting;
- investment;
- stakeholder’s perception.

1 Municipal Council of Nyahururu 2007, p. 19, Appendix IV.

2 Municipal Council of Nyahururu 2007, pp. 42–51.

For example, the key issue of education includes three problems: congestion in the classrooms especially after the introduction of free primary education, lack of recreational grounds for school-going children and lack of land to develop schools especially in the high-density area thereby prompting children to walk long distances to attend primary schools. The strategies to answer to these problems include providing extra classrooms in the overcrowded schools, to provide playgrounds for the growing children, to provide land for the construction of primary schools, and to provide schools for children with special needs.³

In the next chapter the project plan for 2010 of the Hattula-Janakkala-Nyahururu co-operation project will be compared mainly to the above described two main sets of priorities.

3 Correspondences between the Strategic Plan and the Project Plan for 2010

This Chapter compares the components of the Hattula-Janakkala-Nyahururu co-operation project plan for 2010 to the priorities of the Strategic Plan 2007–2012 of the Municipal Council of Nyahururu.

3.1 Overview on the Correspondences

As will be shown in the Sections on the individual Hattula-Janakkala-Nyahururu co-operation project components below, with the exception of the activity of introducing IT to primary schools of the education component, all the components are in conformity with the Departmental strategic objectives and key issues of the Strategic Plan 2007–2012 of the Municipal Council of Nyahururu. The correspondences are summarised in Table 1 below. The components address either all or some of the priorities of each Departmental strategic objective or key issue.

Table 1. Overview on the Correspondences between the Strategic Plan 2007–2012 of Nyahururu and the Components of the Project Plan for 2010

| STRATEGIC PLAN | PROJECT COMPONENT |
|--|---|
| Town Clerk's Department | Administration, Education and Social Services |
| Town Treasurer's Department | Administration, Tourism |
| Town Planning and Engineering Department | Environment |
| Public Health Department | - |
| Infrastructure | - |
| Health | - |
| Education | Education and Social Services |
| Water & sewerage | - |
| Tourism | Tourism |
| Environmental concerns | Education and Social Services, Environment |
| Public utilities | - |
| Public health | - |
| Security and lighting | - |
| Investment | Tourism |
| Stakeholder's perception | - |

3.2 Administration Component

The Hattula-Janakkala-Nyahururu co-operation project plan for 2010 describes the background of the administration component:

³ Municipal Council of Nyahururu 2007, p. 45.

In Nyahururu Administration component is basically the Town Clerks office and Finance Department. This component does all the coordination of trainings for capacity building within the Municipal Council of Nyahururu. This will continue to be the focus component in the general capacity building for governance for the council staff. The other components have trainings within their activities but they are targeting both their staff and other people/stakeholders that work with them in their area e.g. teachers, community sanitation groups and such. Administration component will identify the training for the council staff as a whole and also will assess proposals for training for the short and refresher courses for the various departments. The water company which is owned by the municipal council of Nyahururu and takes care of all the water issues in the municipality will also be offered specialized training which will build the capacity of the staff to improve on their service delivery. Since water is a key basic need the management of the company has to be very efficient. This component will also coordinate the educational trips together with the programme coordinator.⁴

Unfortunately by reading the project plan for 2010 the author of the present study could not get information on all the topics that are going to be discussed in the working visits in 2010, or information on which staff members of which departments will be taking part in the trainings. The project plan for 2010 states that trainings on project planning were given in the second year of the project for the management level staff, and that trainings covering project monitoring, evaluation and report writing will be focussed on in the third year (2010). According to the project plan, the participants will be the component secretaries, supervisors, foremen and other middle cadre officers.⁵

Due to the above mentioned reasons, the administration component of the project plan for 2010 might very well be in conformity with several more strategic departmental objectives than the ones displayed and compared in Table 2 below. Table 2 presents the correspondences between the Strategic Plan 2007–2012 and the administration component that can be found from among all the numerous departmental strategic objectives and key issues' challenges set in the Strategic Plan.

4 Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, pp. 13–14.

5 Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, p. 15.

Table 2. Correspondences between the Strategic Plan 2007–2012 and the Administration Component of the Project Plan for 2010

| MUNICIPAL COUNCIL OF NYAHURURU: STRATEGIC PLAN 2007-2012 | HATTULA-JANAKKALA-NYAHURURU PROJECT PLAN 2010 |
|--|---|
| Departmental Strategic Reviews | Administration Component |
| <p>Clerk’s Department: Strategic Objectives</p> <ul style="list-style-type: none"> • To effectively and timely coordination of the council departments; • Strengthen enforcement and compliance to council regulations; • Improve on record keeping and management for easy retrieval; (computerization and IT training for staff) • Better management of personnel; • To have an effective and productive human resources/work force; • Uphold integrity and corruption prevention. <p>Treasurer’s Department: Strategic Objectives</p> <ul style="list-style-type: none"> • Improve on data capturing and record keeping (e.g. computerization); • Capacity building of staff (e.g. training and exposure exchange programmes); • Zero tolerance to corruption; • To improve efficiency and effectiveness. | <p>Goal</p> <p>To have an effective and efficiently managed council, with prompt delivery of services to her inhabitants.</p> <p>Objectives</p> <ol style="list-style-type: none"> 1. To build the capacity of the council staff; 2. To improve governance of the council affairs at all levels; 3. To promote gender equality; 4. To increase awareness of Ethnic Relations, Cultural Diversity and Integration. <p>Outputs</p> <ul style="list-style-type: none"> • Skilled staff of the council capable of delivering services to the inhabitants promptly; • Enhanced gender equality; • Increased capacity to manage Ethnic Relations, Cultural Diversity and Integration; • Trained council staff on community development. <p>Activities</p> <ol style="list-style-type: none"> 1. Internet connection orientation for networking; 2. Trainings on project monitoring, evaluation and report writing; 3. This component will coordinate exchange working and educational trips; colleague-to-colleague working, workshops and visits will be arranged to increase awareness for development work. |

Sources: Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, pp. 13–15; Municipal Council of Nyahururu 2007, pp. 31–32, Appendix IV.

Table 2 above contains all the objectives, outputs and activities of the administration component of the project plan for 2010. Table 2 indicates that they are all in conformity with some of the many the strategic objectives of the Clerk’s and Treasurer’s Departments set in the Strategic Plan (the Clerk’s Department has in total ten strategic objectives and the Treasurer’s Department in total seven strategic objectives).

3.3 Education and Social Services Component

The Education and Social Services Component consists of the following goal, objectives, outputs and activities:⁶

Goal

- To improve management of Mariakani primary schools for improved academic and extra curriculum performance by the children, thereby serving as the model for others to learn from.

Objectives

- To improve management and administration skills at the schools using Mariakani primary school as a model;

⁶ Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, pp. 17–18.

- To introduce the children, teachers at Mariakani Primary School and council staff to use computers and internet technology;
- To establish environmental and writers clubs in the school;
- To build capacity for development of teaching methods and teaching plans.

Outputs

- The third classrooms constructed during the third year;
- An equipped computer lab at the social hall;
- Trained teachers and council staff on computer proficiency;
- Established and active environment and writers clubs in the school;
- High quality teaching for all children.

Activities

- Capacity Building for teachers and council staff – strategic planning;
- Building 1 classrooms in Mariakani Primary School;
- Equipping of Computer Lab at Municipal social hall.

According to the project plan for 2010, the component will cooperate with the environment component: they will build composts and plant trees as well widen other activities of environment clubs.⁷

The component aims to find good practices and to transfer them to all schools in Nyahururu, Hattula and Janakkala. Councilors and administrative officers are connected to the component.⁸

Table 3 below shows the correspondences between the Strategic Plan 2007–2012 of the Municipal Council of Nyahururu and the education and social services component of the project plan for 2010, which can be found when comparing the component to all the departmental strategic objectives and key issues' challenges defined in the Strategic Plan. The columns on the Strategic Plan in Table 3 are adapted from tabular presentations in the Strategic Plan.

In order to give a full picture of the compatible key issues, Table 3 shows all the strategies of responding to a particular key issue's problem, irrespective of the relevance of the strategies to the project component. On the key issue of environmental concerns, the strategies that the education and social services component is most compatible with are marked in italics. In short, although the education component cannot contribute to the actual attainment of a new garbage disposal site, it can contribute to the strategy of resolving problems relating to the lack of garbage disposal site as well as to some of the strategies to combat uncontrolled deforestation and land degradation and releasing raw sewage to rivers and waters.

7 Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, p. 18.

8 Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, p. 18.

Table 3. Correspondences between the Strategic Plan 2007–2012 and the Education and Social Service Component of the Project Plan for 2010

| MUNICIPAL COUNCIL OF NYAHURURU: STRATEGIC PLAN 2007–2012 | | HATTULA-JANAKKALA-NYAHURURU PROJECT PLAN 2010 |
|---|---|--|
| Responding to Key Issues' Challenges: Education Problem | Strategy | Education and Social Services Component |
| 1. Congestion in the classrooms especially after the introduction of free primary education | 1.1. Provide extra classrooms in the overcrowded schools | Objective: To improve management and administration skills at the schools using Mariakani primary school as a model. Outputs: The third classroom constructed during the third year; High quality teaching for all children. Activities: Capacity Building for teachers and council staff – strategic planning; Building 1 classroom in Mariakani Primary School. |
| Responding to Key Issues' Challenges: Environmental Concerns Problem | Strategy | Education and Social Services Component |
| 1. No garbage disposal site | 1.1. Acquire a garbage disposal site; 1.2. Pass bylaws to eradicate illegal dumping; 1.3. Educate the public on the necessity of keeping the environment clean. | Objectives: To improve management and administration skills at the schools using Mariakani primary school as a model; To establish environmental and writers clubs in the school; To build capacity for development of teaching methods and teaching plans. Outputs: Established and active environment and writers clubs in the school; High quality teaching for all children. Activity: Capacity Building for teachers and council staff – strategic planning. |
| 2. Un-controlled deforestation and land degradation | 2.1. Liaise with Kenya Forest Service to enforce bylaws to restrict illegal deforestation; 2.2. Liaise with agricultural extension officers to educate the public on good agricultural practices and how to conserve the environment; 2.3. Engage environmental groups; 2.4. Encourage private forestry. | |
| 3. Release of raw sewage or sludge into rivers and water bodies | 3.1. Enforce bylaws; 3.2. Sensitise the inhabitants on pollution of environment. | |
| Clerk's Department: Strategic Objectives | | Education and Social Services Component |
| Improve on record keeping and management for easy retrieval (computerization and IT training for staff) | | Outputs: An equipped computer lab at the social hall; Trained teachers and council staff on computer proficiency. Activity: Equipping of Computer Lab at Municipal social hall. |
| Departmental Objective/Key Issue | | Education and Social Services Component |
| - | | Objective: To introduce the children at Mariakani Primary School to use computers and internet technology. |

Sources: Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, pp. 17–18; Municipal Council of Nyahururu 2007, pp. 45, 48, Appendix IV.

Table 3 above indicates conformity between the Strategic Plan and the content of the education and social services component except for introducing computers and IT to pupils in primary school. **The Strategic Plan does not discuss introducing computers and internet technology to schools. The project plan for 2010 argues for its inclusion in the project with other development objectives and priorities.**

The Hattula-Janakkala-Nyahururu co-operation project plan for 2010 argues for including the objective of “to introduce the children, teachers at Mariakani Primary School and council staff to use computers and internet technology” and the outputs of “an equipped computer lab at the social hall” and “trained teachers and council staff on computer proficiency” in the project by their contribution to **achieving the Millennium Development Goals and developing education in accordance with Kenya’s Vision 2030**. For example, the project plan document discusses that Kenya’s Vision 2030 advocates raising the quality and relevance of education, and in today’s world IT skills are essential. Communication between students in the South and the North is also given as a reason.⁹

The education component will equip the Municipal Social Hall with six computers and an Internet connection. As indicated in Table 3 above, **the computer lab can also contribute to the Clerk’s Department’s strategic initiative of computerization and training of staff** because the computer lab will be used not only by teachers and students, but also by council staff and the public, and the lab will be used for training and income generation by the council.¹⁰ Training and capacity building of staff is mentioned as a strategic objective and initiative also in various other parts in the Strategic Plan.

3.4 Environment Component

The environment component consists of the following goal, objectives, outputs and activities:¹¹

Goal

- To have a municipality endowed with the best environmental surrounding.

Objectives

- To build capacity of solid waste management and environmental management in Nyahururu;
- To manage and conserve natural environment so as to attract investors and tourists;
- To create awareness in schools for best environmental management practices.

Outputs

- Environmental management strategy in place;
- Greener Nyahururu with more tree cover;
- Improved solid waste management;
- Skilled local community, council staff and school community on environmental management.

Activities

- Review of Environmental strategy;
- Greening Nyahururu Town which involves planting trees along the four main highways and other main streets;
- Dumpsite improvement which involves planting of trees.

According to the project plan for 2010, the environment department in Nyahururu Municipality is involved in the environment component: it is “charged with the responsibility of protecting, conserving and managing the environment and natural resources through sustainable exploitation for social-economic development; this will

9 Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, pp. 17–18.

10 See Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, p. 18.

11 Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, pp. 19–20.

contribute towards poverty reduction thereby improving living standards and ensuring that a clean environment is sustained now and in the future.”¹²

The environment component “involves cleaning, greening and conserving the surrounding. In cleaning, garbage is collected and deposited at a dumpsite located to the northern side of the town which is of a higher elevation than the town. This situation therefore requires that the site be managed at a very high standard to avoid contamination of town by the surface run off.”¹³

According to the project plan, the environment component includes also trees and flowers planting to green and beautify the town and to control soil erosion and to contribute towards slowing of global warming effect.¹⁴

The project plan states that “capacity building is enhanced in the municipality through working with community groups and schools in liaison with the social services department and education sector as well as councilors to mobilize the communities towards environmental management.”¹⁵

The project plan also discusses Kenya’s Vision 2030, the Millennium Development Goal number 7, and the UN World Summit on Sustainable Development as a background to the objectives and activities of the environment component, and the role of local authorities in achieving these national and international goals. The project plan informs that environmental related by-laws will be harmonized for better environmental planning and management.¹⁶

Table 4 below shows the correspondences between the Strategic Plan 2007–2012 and the environment component of the project plan for 2010, which can be found when comparing the component to all the departmental strategic objectives and key issues’ challenges defined in the Strategic Plan. The columns on the Strategic Plan in the Table are adapted from tabular presentations in the Strategic Plan.

12 Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, p. 19.

13 Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, p. 19.

14 Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, p. 19.

15 Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, p. 19.

16 Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, p. 19.

Table 4. Correspondences between the Strategic Plan 2007–2012 and the Environment Component of the Project Plan for 2010

| MUNICIPAL COUNCIL OF NYAHURURU: STRATEGIC PLAN 2007-2012 | | HATTULA-JANAKKALA-NYAHURURU PROJECT PLAN 2010 |
|---|--|---|
| Responding to Key Issues' Challenges: Environmental Concerns | | Environment Component |
| Problem 1. No garbage disposal site 2. Un-controlled deforestation and land degradation 3. Release of raw sewage or sludge into rivers and water bodies | Strategy 1.1. Acquire a garbage disposal site; 1.2. Pass bylaws to eradicate illegal dumping; 1.3. Educate the public on the necessity of keeping the environment clean. 2.1. Liaise with Kenya Forest Service to enforce bylaws to restrict illegal deforestation; 2.2. Liaise with agricultural extension officers to educate the public on good agricultural practices and how to conserve the environment; 2.3. Engage environmental groups; 2.4. Encourage private forestry. 3.1. Enforce bylaws; 3.2. Sensitise the inhabitants on pollution of environment. | Objectives: • To build capacity of solid waste management and environmental management in Nyahururu; • To manage and conserve natural environment so as to attract investors and tourists; • To create awareness in schools for best environmental management practices. Outputs: • Environmental management strategy in place; Greener Nyahururu with more tree cover; • Improved solid waste management; • Skilled local community, council staff and school community on environmental management. Activities: • Review of Environmental strategy; • Greening Nyahururu Town which involves planting trees along the four main highways and other main streets; • Dumpsite improvement which involves planting of trees. |
| Town Engineer's Department: Strategic Objectives | | |
| Beautification of the town (planting trees and flowers and opening new gardens) | | |

Sources: Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, pp. 19–20; Municipal Council of Nyahururu 2007, p. 48, Appendix IV.

Table 4 above shows that all objectives, outputs and activities of the environment component are in accordance with the Strategic Plan 2007–2012.

3.5 Tourism Component

The project plan for 2010 discusses the background and rationale of developing tourism in Nyahururu. According to the project plan, in spite of Nyahururu town being at a strategic location of the Kenya's tourism corridor, Nyahururu has not been an active participant in the tourism sector. Nyahururu "would benefit lot with just a little improvement to capture the interest of both local and international tourists". In 2008 and 2009 the project has already helped Nyahururu Municipality to develop the tourism potential, and Nyahururu Municipality is now collecting some revenue from tourism.¹⁷

The tourism component of the co-operation project concentrates mainly on two tourist sites: the Manguo Hippo Sanctuary and the Thompson Falls. According to the project plan for 2010, to complete the tourism circuit within Nyahururu town, two other sites have been brought on board; Subukia view point and Lake Olbolossat. These will constitute five sites. During the second year of the project, a fee was introduced at the Thompson falls site, which has not only generated income for the council

¹⁷ Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, p. 21.

but also facilitated for development of the site. The tourism component has also constructed a fence and a viewing platform to the Thomson Falls site.¹⁸

The tourism component includes developing a tourism strategic plan and putting it into action: “With a tourism strategic plan in place, a fee structure will be put in place. A fee structure will be put in place that will see one entry ticket allowing the tourists to access all five sites.”¹⁹

The project plan discusses that developing tourism would add value to Nyahururu as a tourist destination and not just a transit point. The tourism component of the project plan will open opportunities for investors in Nyahururu: “The high altitude athletics training camp in the area will also receive a major boost and especially with Nyahururu being a well known town in producing Marathon runners. . . It is an opportunity for N-S to trigger investment opportunities for the would be “*KenFin Investment Network*”.”²⁰

The project plan states that marketing and opening up of all such tourism facilities and programs in Nyahururu will trigger a wider opportunities for eco-tourism in many other parts of the country.²¹

The project plan for 2010 discusses the relation of the tourism component to the Strategic Plan 2007–2012 of the Municipal Council of Nyahururu. The project plan notes that according to the Strategic Plan 2007–2012 of The Municipal Council of Nyahururu, there is great potential for tourism development. The project plan lists the strategies that the Municipal Council of Nyahururu has defined in the Strategic Plan to respond to challenges of the key issue of tourism.²²

Table 5 below shows the Strategic Plan’s strategies to respond to the challenge of the key issue of tourism, and all the objectives, outputs and the activities of the tourism component. Comparison between them shows that **the objectives, outputs and the activities of the tourism component are in accordance with the Strategic Plan’s strategies for developing tourism.**

18 Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, p. 21.

19 Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, pp. 21–22.

20 Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, p. 22.

21 Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, p. 21.

22 Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, p. 22.

Table 5. Correspondences between the Strategic Plan's Key Issue of Tourism and the Tourism Component of the Project Plan for 2010

| MUNICIPAL COUNCIL OF NYAHURURU: STRATEGIC PLAN 2007-2012 | HATTULA-JANAKKALA-NYAHURURU PROJECT PLAN 2010 |
|---|--|
| Responding to Key Issues' Challenges: Tourism | Tourism Component |
| <p>Problem: Despite the council having a prime area the potential for tourism remains highly unexploited</p> <p>Strategies:</p> <ul style="list-style-type: none"> • Develop a viewing point at the Thomson Falls; • Promote Eco-tourism by creating a hippo sanctuary and conserving the wetlands within the Municipality; • Develop a campsite and training camps for athletes; • Develop a working relationship with the management of the Thompson Falls; • Construct a Hippo viewing point at Manguo area; • Formulate by-laws that are friendly to tourism; • Update fees and charges to incorporate tourism; • Develop sports tourism due to high altitude; • Lobby for construction of an international sports centre; • Train tour guides, who work as entrepreneurs; • Construct a cross-bridge across the falls and introduce sporting; • Compulsory acquisition of land fronting the Manguo area; • Establish a nature trail i.e. Bamburi nature trail at Coast province; • Liaise with Kenya Forest Service to get some trust land in Marmanet Forest, on which, through private/public sector relationship, a modern hotel/lodge/Golf and country club and a nature trail could be developed. | <p>Goal: To develop tourism potential in Nyahururu</p> <p>Objectives:</p> <ul style="list-style-type: none"> • To build the capacity of the people managing the tourism sector in the council and other related stakeholders; • To create a website at Nyahururu which will facilitate the sharing of information and marketing of Nyahururu and her environs as tourist destination; • To upgrade tourism sites in Nyahururu; • To create an extra source of income for the council in Nyahururu. <p>Outputs:</p> <ul style="list-style-type: none"> • Increased tourism activity and revenue collected in Nyahururu; • Better managed tourist attraction sites; • Attractive environment for investors in tourism sector; • Improved ICT-technology as one of the tool of marketing Nyahururu as a tourist destination site; • Improved security at the Thompson Falls and the Hippo sanctuary for tourists and locals; • Active participation of the local communities in the management of the tourist sites; • Have strategic plan in place. <p>Activities:</p> <ul style="list-style-type: none"> • Capacity Building/Training (capacity building of the stakeholders in tourism through dissemination of the strategic plan to the relevant stakeholders and council team for adoption); • Marketing and management plan implementation (implementation of activities identified in the strategic plan regarding general management of tourism sector in Nyahururu e.g. billboards, website, local trainings); • Elevated view platform, survey, tree planting at Manguo ponds (developing the Hippo view point in order to benefit from the site). |

Sources: Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, pp. 23–24; Municipal Council of Nyahururu 2007, p. 46.

The project plan for 2010 also takes a note of the fact that according to the **Strategic Plan's external situation analysis**, poverty alleviation, infrastructure development, increase in investment and efficient revenue collection are needed to achieve the goals and objectives set in the Strategic Plan.²³

The tourism component **can be said to respond also to the key issue of investment's problem** of “slow rate of development due to poor relations with investors and its strategies of involving Kenya Wildlife Services, Kenya Tourism Board, Kenya Forest Services, local administration, NEMA and tourism specialists, and developing council investment publications”.²⁴

23 Hattula Municipality, Janakkala Municipality and Municipal Council of Nyahururu 2009, p. 22; Municipal Council of Nyahururu 2007, Appendix IV.

24 Municipal Council of Nyahururu 2007, p. 51.

In the Strategic Plan broadening of the revenue base by promoting eco-tourism and the town as a tourist destination is also defined as one of the strategic objectives of the Treasurer's Department.²⁵

4 Views of the Project Coordinators

This section summarises the responses of the Project Coordinators of the Municipalities of Hattula and Janakkala and the Nyahururu Municipal Council to the study questionnaire sent to them in January 2010 (please refer to Appendix 1).

The section "Processes of Creating the Strategic Plans in the North and the South" summarises also the information given in the Strategic Plan 2007–2012 of the Nyahuru Municipal Council on the preparation of the Strategic Plan.

4.1 Strategies for International Co-Operation in the North and the South

According to the Project Coordinator of the Nyahururu Municipal Council, the Strategic Plan of the Nyahururu Municipal Council features co-operation with the North. The Municipal Council of Nyahururu does not have a separate strategy for international co-operation. Separate strategies for environment and tourism are in the final stages of completion, and both have benefited immensely with support from the North.²⁶

According to the Project Coordinator of Hattula and Janakkala Municipalities, international activities are not mentioned in the main Strategic Plans of the Municipalities of Hattula and Janakkala, but they are mentioned in the education sector strategies of both municipalities. Hattula and Janakkala do not have separate strategies for international activities or international co-operation.²⁷

4.2 Processes of Creating the Strategic Plans in the North and the South

Excluding the role of the central government in guiding the processes of preparing the Strategic Plans, perhaps the biggest difference between processes of preparing of the Strategic Plans in the Municipalities of Hattula, Janakkala and Nyahururu is the fact that in Nyahururu a consultancy firm had a role in preparing the Strategic Plan and a workshop was organised for the stakeholders, where as in Janakkala and Hattula the Strategic Plans were prepared by the municipal officials and the councillors of the two municipalities.

Janakkala: "In Janakkala Municipality the Strategic Plan is for 2005–2012. The development manager organized and wrote one. There was a two days seminar for councillors and civil servants to process a draft. The last step was when the council accepted the Strategic Plan."²⁸

Hattula: "In Hattula Municipality councillors and civil servants made the Strategic Plan without any external experts and an existing plan is for years 2007–2015. The draft was based on response of councillors, how they see Hattula in 2015. As well some parts of Sector Strategies were transferred to the Strategic Plan. There were two seminars for councillors and civil servants. The Strategic Plan was accepted in the municipality board and in the council."²⁹

Nyahururu: "The process of creating a strategic plan would start with an introduction, a vision and mission statement, an analysis of the current situation and strategy for achieving both the mission and the vision. It involves carrying out a SWOT analy-

25 Municipal Council of Nyahururu 2007, Appendix IV.

26 Nyambu 2010.

27 Petterson 2010.

28 Petterson 2010.

29 Petterson 2010.

sis to determine strengths, opportunities and how to make the best of them and on the other hand, weaknesses and threats and how they can be turned into advantages or mitigate their effects. It should contain goals and objectives and a pre-determined time frame within which to achieve the vision.”³⁰

The Project Coordinator of the Nyahururu Municipal Council also gave examples of the benefits of the North-South Local Government Co-operation: “The strategic plan for Tourism for instance, benefited immensely from our partners in the North, the Centre for Development Studies (CDS), a consulting firm, contributions from the staff and professionals at the Council (Local Authority) and stakeholders. The technical and financial input was to a greater extent provided by our northern partners and we are extremely grateful for this.”³¹

According to the Strategic Plan 2007–2012 of the Nyahururu Municipal Council, the rationale for preparing the Strategic Plan derives from the inception of the NARC Government, which introduced reforms in civil service and planning processes, including preparing strategic plans for all ministries and departments. The Ministry of Local Government’s Ministerial process of rationalization of ministries/departments was undertaken in 1999/2000 with the main objective of achieving efficiency, economy and effectiveness. The Ministry of Local Government has instructed Kenya’s 175 Local Authorities to plan and encompass all activities linking time, budgetary process and human resources. The strategic plans are expected to reflect the national development goals and objectives of the Economic Recovery Strategy for Wealth and Employment Creation (ERS 2003–2007), the Millennium Development Goals, the 9th National Development Plan, and Kenya’s Vision 2030 (a national long-term growth plan).³²

The Strategic Plan 2007–2012 of the Municipal Council of Nyahururu was prepared by ALPEX Consulting Africa. During the preparation of the Strategic Plan the consultants consulted the staff and councillors of the Municipal Council and stakeholders to ensure ownership. High-level consultative meetings were undertaken between the consultants and the Council WIT teams which included the Full Council, Clerk, Treasurer and technical personnel. According to the Strategic Plan:

Within these meetings, a rapid appraisal of the council’s state in the strategic planning, situational analysis, and service delivery was undertaken. Key issues that needed to be focused on in the process were discussed. . . A plan for undertaking the strategy was developed by the council through facilitation of the consultants; key goals being to ensure ownership of the document by the council.³³

The strategic planning process had four key components:³⁴

1. Development of strategy
2. Analysis of core functions
3. Review of structure
4. Evaluation of the staffing levels

A stakeholders’ workshop on the strategic planning was held in May 2007. In the workshop the stakeholders were given an opportunity to give their views and inputs to the Strategic Plan.³⁵

4.3 Conformity with the Strategic Plan of the Municipal Council of Nyahururu

According to the Project Coordinators in Hattula and Janakkala Municipalities and the Nyahururu Municipal Council the sectors of co-operation of the Hattula-Janakka-

30 Nyambu 2010.

31 Nyambu 2010.

32 Municipal Council of Nyahururu 2007, p. 15.

33 Municipal Council of Nyahururu 2007, p. 16.

34 Municipal Council of Nyahururu 2007, p. 16.

35 Municipal Council of Nyahururu 2007, pp. 6, 11.

la-Nyahururu co-operation project plan for 2010 are in accordance with the Strategic Plan 2007–2012 of the Municipal Council of Nyahururu.³⁶

The Project Coordinator of the Nyahururu Municipal Council gave an example of practical benefits of the North-South Local Government Co-operation: “As an example the Municipal Council of Nyahururu has had a vision to develop tourism dating back to 1980s. The co-operation with the North has helped to trigger this dream into action. The latter strategic plans have been drawn through optimism brought about with co-operation with the North.”³⁷

4.4 Actors Involved in Defining the Areas and Sectors of Co-Operation

Hattula, Janakkala and Nyahururu: The areas of co-operation were determined by both partners i.e. North and South, following wide consultations.³⁸

4.5 Meeting the Needs of the Municipal Council of Nyahururu

Nyahururu: The areas of co-operation meet the needs of the Nyahururu Municipal Council, although the Nyahururu Municipal Council would have wished the area of co-operation was wider.³⁹

4.6 Other Strategies of the Municipal Council of Nyahururu

Gender

The gender policy of the Municipal Council of Nyahururu is cascaded from the Government of Kenya’s Millennium Development Goals (MDGs) which are medium-term goals derived from the Vision 2030, a Government of Kenya development blue print.⁴⁰

Environmental sustainability and/or sustainable development

The title of the strategy is Municipal Council of Nyahururu Environmental Strategy.⁴¹

Other strategies or policies

Nyahururu: “We have the Council Strategic Plan, the Environmental Strategy and Tourism Strategy. All are subsets of the Vision 2030 strategy, being implemented at a lower level - at the Local Authority level.”⁴²

In addition to the above mentioned strategies of the Municipal Council of Nyahururu, there are many national legislations and strategies that the Municipality follows: “The Government of Kenya has several documents and Acts which offer specific strategies towards attainment of particular objectives e.g. Code of Ethics, Public Officers Ethics Act, Service Charters, National Environment Management Authority (NEMA), Corporate Core Values, The Building Code, Public Health Act, The Physical Planning Act etc. These documents promote good corporate Governance, service delivery and some are regulatory.”⁴³

36 Nyambu 2010; Pettersson 2010.

37 Nyambu 2010.

38 Nyambu 2010; Pettersson 2010.

39 Nyambu 2010.

40 Nyambu 2010.

41 Nyambu 2010.

42 Nyambu 2010.

43 Nyambu 2010.

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Hämeenlinna City-Nakuru City Co-operation

Summary

The Municipal Council of Nakuru has two strategic plans: The *Nakuru Strategic Structure Plan – Action plan for sustainable urban development of Nakuru town and its environs*, which covers the years 2000–2020, and the *5 Years Strategic Plan 2007–2011*. Both strategies were used in the planning of the Hämeenlinna-Nakuru project plan for 2010.

The Hämeenlinna-Nakuru project plan for 2010 consists of three components:

- Administration component;
- Education component;
- Environment component.

The administration component is a cross-cutting component in the whole co-operation project: the aim is to promote good governance and good administrative practices and skills also in the education and environment components.

The Intended Spatial Structure presented in the Nakuru Strategic Structure Plan discusses the development perspectives (proposals for policies and activities) for the seven Key Planning Sectors identified in the Nakuru Strategic Structure Plan. The Key Planning Sectors of Infrastructure and Community Facilities consist of many sub-sectors.

The administration component is in conformity with the sub-sector of General Administration of the Key Planning Sector of Community Facilities.

The education component is in conformity with the Key Planning Sector of Infrastructure's sub-sector of Waste Management, and the Community Facilities' sub-sectors of Health and Education.

The environment component is in conformity with the sub-sectors of Water, Sewage and Waste Water Disposal, and Waste Management of the Key Planning Sector of Infrastructure.

The Strategic Plan 2007–2011 defines ten Key Focus Areas. The Strategic Plan identifies three to ten strategies for each Key Focus Area. The project components address all the strategies of the Key Focus Areas of Eradicating Corruption and Enhancing Good Governance, Human Resources Capacity Building, Computerization of Council Operations, and Environmental Management. The project components address three of the in total eight strategies of the Key Focus Area of Improvement of Service Delivery.

The administration component is in conformity with the Key Focus Areas of Eradicating Corruption and Enhancing Good Governance, Human Resources Capacity Building, and Computerization of Council Operations.

The education component is in conformity with the Key Focus Areas of Computerization of Council Operations, Improvement of Service Delivery, and Environmental Management.

The environment component is in conformity with the Key Focus Area of Environmental Management.

1 Introduction

The present study first examines the correspondences between the Nakuru Strategic Structure Plan and the 5 Years Strategic Plan of the Municipal Council of Nakuru and the Hämeenlinna-Nakuru co-operation project plan for 2010. After the analysis the study summarises the responses of the Project Coordinators of the City of Hämeen-

linna and the Municipal Council of Nakuru to the study questionnaire in the Chapter “Views of the Project Coordinators”.

2 Correspondences between the Strategic Plans and the Project Plan for 2010

The Municipal Council of Nakuru has two strategic plans: The *Nakuru Strategic Structure Plan – Action plan for sustainable urban development of Nakuru town and its environs*, which covers the years 2000–2020, and the *5 Years Strategic Plan 2007–2011*. Both strategies were used in the planning of the Hämeenlinna-Nakuru project plan for 2010.⁴⁴

According to the Hämeenlinna-Nakuru project plan for 2010, the project plan borrows heavily from the recommendations of the Nakuru Strategic Structure Plan,⁴⁵ and the “project plan is fully in accordance with Nakuru strategic plan 2020.”⁴⁶

Even though the Hämeenlinna-Nakuru project plan for 2010 concentrates clearly on the Nakuru Strategic Structure Plan in the planning of the project, the 5 Years Strategic Plan was also used in the project planning phase. The 5 Years Strategic Plan “is the most crucial working tool that the Municipal Council of Nakuru has developed to guide its short term and medium term development initiatives into the next five years.”⁴⁷ The 5 Years strategic Plan 2007–2011 “is in line with the 20 years strategic structure plan approved in the year 2000 under the physical planning Act 20.6 of 1996.”⁴⁸

Because both strategies were used in the project planning phase, the present study examines both the Nakuru Strategic Structure Plan and the 5 Years Strategic Plan of the Municipal Council of Nakuru. This also enables the study to discuss the long-term, the medium-term as well as the short-term plans of the Municipal Council of Nakuru.

The Hämeenlinna-Nakuru project plan for 2010 consists of three components:

- Administration component;
- Education component;
- Environment component.

The administration component is a cross-cutting component in the whole co-operation project: the aim is to promote good governance and good administrative practices and skills also in the education and environment components.⁴⁹

The Hämeenlinna-Nakuru co-operation project is called Capacity Building for Local Authoritative Governance (CABULAG). The CABULAC project is in its second phase (2008–2010). The project plan for 2010 is based on the experiences of the first phase of the project (2005–2007).⁵⁰

The overall objectives of the CABULAG project have remained the same since 2005:⁵¹

- To promote good governance and local democracy;
- To strengthen the capacity of local authority to improve the services provided by local authorities;
- To develop standards and practices of local administration;
- To raise awareness on the issues of democracy and equality in public decision

44 Piilola 2010a.

45 City of Hämeenlinna and Municipal Council of Nakuru 2009, p. 8, see also pages 10–11, 14.

46 City of Hämeenlinna and Municipal Council of Nakuru 2009, pp. 8, 21.

47 Municipal Council of Nakuru 2007, p. 3.

48 Municipal Council of Nakuru 2007, p. 2.

49 City of Hämeenlinna and Municipal Council of Nakuru 2009, p. 15.

50 City of Hämeenlinna and Municipal Council of Nakuru 2009, p. 21.

51 City of Hämeenlinna and Municipal Council of Nakuru 2009, p. 15.

making;

- To develop means of social welfare and poverty reduction;
- To promote awareness and tolerance in cultural context.

The next chapters compare the components of the Hämeenlinna-Nakuru project plan for 2010 to the priorities defined in the Nakuru Strategic Structure Plan and the 5 Years Strategic Plan 2007–2011.

2.1 Nakuru Strategic Structure Plan

The *Nakuru Strategic Structure Plan – Action plan for sustainable urban development of Nakuru town and its environs* is a result of a Strategic Structure Planning (SSP) approach, which was developed within the framework of urban development and the Localizing Agenda 21 programme. Nakuru is one of the three cities in which the United Nations Centre for Human Settlements (UN-HABITAT) initiated Localizing Agenda 21 programme operations on a pilot basis. The programme offers a multi-year support system for Nakuru and the other two cities (Essaouira in Morocco and Vinh City in Vietnam) consisting of concentrated capacity building and management support interventions.⁵² The Nakuru Strategic Structure Plan, which was developed by the Municipal Council of Nakuru (MCN), the UN-HABITAT and other co-operation partners and stakeholders (see Chapter “Processes of Creating the Strategic Plans in the North and the South” below), covers the years 2000–2020.

The Nakuru Strategic Structure Plan consists of:⁵³

- Introduction (outline of the Plan);
- Planning and Institutional Context (e.g. policy-making environment, legal scope of planning and enforcement within which the Strategic Structure Plan was prepared);
- Existing Spatial Structure (analysis on existing realities, problems and assets of Nakuru’s physical form);
- Detailed analysis of Key Planning Sectors’ potentials, problems and challenges. The Key Planning Sectors include:
 - Demography
 - Supply of land for urban development and agriculture
 - Economic development
 - Trunk infrastructure: water, sewerage and sanitation, storm water drainage, solid waste management, electricity, and telephone and postal services
 - Transportation
 - Community facilities and services: provision of health facilities, mortuary services and public cemeteries, education, markets, other community facilities and services
 - Housing;
- Outputs of Detailed Spatial and Design Studies (used to inform the Existing Spatial Structure);
- Representation of key components of the Intended Spatial Structure: synthesis of key emerging issues in previous chapters and using them in making proposals for realising the negotiated vision(s) for the future of Nakuru. The Intended Spatial Structure presents the proposals in terms of visions, spatial concepts and action plans, and suggests an implementation mechanism for the implementation of the plan.

52 Municipal Council of Nakuru 1999, p. 3.

53 Municipal Council of Nakuru 1999, p. 16.

The chapter on the Intended Spatial Structure discusses the development perspectives (proposals for policies and activities) for the same Key Planning Sectors which are discussed in the chapter on the Key Planning Sectors. Table 1 below presents the correspondences between the development perspectives of the Key Planning Sectors and the project components of the Hämeenlinna-Nakuru project plan for 2010. Each Key Planning Sector includes approximately two to ten proposals for policies and activities to be undertaken. Table 1 presents only the proposals which the project components are in conformity with.

Table 1. Correspondences between the development perspectives of the Key Planning Sectors of the Nakuru Strategic Structure Plan and the Project Plan for 2010

| NAKURU STRATEGIC STRUCTURE PLAN | HÄMEENLINNA-NAKURU PROJECT PLAN 2010 |
|---|--|
| Infrastructure: Water | Environment Component |
| <ul style="list-style-type: none"> • Increase water supply by expanding existing sources or developing new ones; • Rehabilitate existing old water sources; • Expand the water reticulation system; • Rehabilitate the existing old water reticulation system, improve routine maintenance; • Encourage and support participation and partnerships between Municipal Council of Nakuru, private sector and community; • Improve management systems. | <p>Objectives:</p> <ul style="list-style-type: none"> • Enhance environmental protection and nature conservation in Nakuru; • To strengthen the role and expertise of Environmental Department of Municipal Council of Nakuru, training Officers (mainly operational/field staff) in landscaping and aesthetics, forestry, vegetation management, waste management and environment administration. <p>Expected Results:</p> <ul style="list-style-type: none"> • Nakuru Environmental Strategy is refreshed and being implemented; • Improved capacity in environmental issues and ability and to formulate workable policies of 50 Municipal Council of Nakuru staff or civic leaders; • The role, work plan and expertise of Environmental Department clarified and strengthened. <p>Activities:</p> <ul style="list-style-type: none"> • Refreshing Environmental Strategy of Nakuru: a basis of a work plan for the Environmental Department; • Trainings in environmental issues for operational/field staff. |
| Infrastructure: Sewage and Waste Water Disposal | |
| <ul style="list-style-type: none"> • Rehabilitate the existing sewer systems; • Expand the sewer reticulation system to all areas (with prioritisation of some areas); • Institute effective monitoring and control measures to regulate the discharge of toxic waste to the municipal sewer; • Develop an improved storm water drainage system; • Improve management systems; • Increase the number of public sanitary facilities; • Encourage participation and partnerships between Municipal Council of Nakuru, private sector and other stakeholders. | |
| Infrastructure: Waste Management | Environment Component |
| <ul style="list-style-type: none"> • Public education and awareness campaigns on safe waste handling and disposal; • Conduct regular public cleaning campaigns; • Promote waste minimization techniques such as recycling; • Adopt proper methods of waste disposal and treatment such as landfill and composting, includes developing an appropriate waste disposal site an effective monitoring and control measures for toxic wastes; • Improve municipal waste collection systems (autonomous waste management department and recruiting qualified personnel); • Public education and awareness campaigns on safe methods of solid waste disposal; • Privatize some aspects of the solid waste management process e.g. removal and transfer. | <p>Objectives:</p> <ul style="list-style-type: none"> • To enhance awareness among stake holders on environmental issues; • To strengthen the role and expertise of Environmental Department of Municipal Council of Nakuru, training Officers (mainly operational/field staff) in landscaping and aesthetics, forestry, vegetation management, waste management and environment administration; • To address waste management issues in Nakuru town and to enhance the capacity in the management of CBO's involved in garbage collection; • Enhance environmental protection and nature conservation in Nakuru; • Buffer zone plan for Nakuru National Park. <p>Expected Results:</p> <ul style="list-style-type: none"> • Nakuru Environmental Strategy is refreshed and being implemented; • Improved capacity in environmental issues and ability and to formulate workable policies of 50 Municipal Council of Nakuru staff or civic leaders; • The role, work plan and expertise of Environmental Department clarified and strengthened; • Members of CBOs are trained in waste management skills; |

Table 1. Correspondences between the development perspectives of the Key Planning Sectors of the Nakuru Strategic Structure Plan and the Project Plan for 2010 *Continued*

| | |
|---|--|
| | <ul style="list-style-type: none"> Regional waste management plan including waste avoidance, reuse, recycling, transportation, energy use and land fill activities; Buffer zone plan for Nakuru National Park is created and is influencing to the policies. <p>Activities:</p> <ul style="list-style-type: none"> Trainings in environmental issues for operational/ field staff; Buffer zone plan (concept plan paper with implementation strategy): protection of the main tourist sites and natural resources of Nakuru area, source for fuel wood, construction timber and other materials for local communities, reforestation with indigenous tree species and commercially attractive exotics and guidelines for sustainable use of the resources; Refreshing Environmental Strategy of Nakuru: a basis of a work plan for the Environmental Department; Training CBOs in waste management; Ecological Demo Centre (new technology, environmentally friendly ways of producing energy or handle waste); Work visits (North and South). |
| Infrastructure: Waste Management | Education Component |
| <ul style="list-style-type: none"> Public education and awareness campaigns on safe waste handling and disposal; Promote waste minimization techniques such as recycling; Adopt proper methods of waste disposal and treatment such as landfill and composting, includes developing an appropriate waste disposal site an effective monitoring and control measures for toxic wastes; Public education and awareness campaigns on safe methods of solid waste disposal. | <p>Objectives:</p> <ul style="list-style-type: none"> Improve the quality of tuition through localized health and environmental curricula; Find solutions for well-care-taken school environment (garden and sanitation); To improve the skills and capacity and motivate the education department and teachers to offer quality education; Cultural exchange (tolerance and global education); Improve the communication facilities; Create awareness on environmental management. |
| Community Facilities: Education | Expected Results: |
| <ul style="list-style-type: none"> Develop public schools in newly settled peri-urban areas; Encourage and facilitate participation of the private sector, religious participation of the private sector, education facilities and services; Conduct regular routine maintenance in existing public schools; Equip schools with necessary laboratory and workshop infrastructure; Intensify inspection and supervision in schools. | <ul style="list-style-type: none"> Sharing of the good practices of Racetrack Primary School to other primary schools in Nakuru area; Implement localized curricula through Environmental and Health Clubs; A model of well-taken-care school premises to established to Racetrack Primary (school garden, sanitation); Continuation of the students' letter and student knowledge exchange programme; More students from other schools in Finland joined to increase the amount of the Finnish students involved in this activity; Effective communication facilities between the schools and the pupils as well as between Kenya and Finland; Effective manure usage; Compositing into other schools and the surrounding community. <p>Activities:</p> <ul style="list-style-type: none"> Curriculum work (local curriculum to supplement the national curriculum): develop an environmental clubs curriculum tailored to the needs of primary schools in Nakuru municipality, understanding and practices relating to pollution, improve the skills and capacity and motivate education depart- |

Table 1. Correspondences between the development perspectives of the Key Planning Sectors of the Nakuru Strategic Structure Plan and the Project Plan for 2010 *Continued*

| | |
|--|--|
| | <ul style="list-style-type: none"> ment and teachers to offer quality education; Expanding Racetrack pilot school's good practices and improvements in Racetrack facilities: gardening (includes composting of organic waste) and sanitation (hygiene education and constructing pit latrines), manual/curriculum use training; Student Knowledge Exchange Programme between Finnish primary schools and Racetrack primary school: penpals and e-mail exchanges, equipping the Racetrack with computers and internet connection, introducing project work to Racetrack primary school; Capacity Building for Teachers at Racetrack pilot school: ICT, handling of big/multi-grade classes, writing skills, how to produce T/L materials, environmental management, health education, change of working habits, team building activities; Establish co-operation between Racetrack Primary and the business community (sponsoring); Commitment of Education sector and information sharing: sensitisation seminars for Education Department and Head Teachers, organising visits for other schools' teachers to Racetrack primary pilot school; Informing residents on the pilot school; procuring ICT facilities; Work visits (North and South): e.g. finalising localised curriculum, special education. |
| Community Facilities: Health | Education Component |
| <ul style="list-style-type: none"> Encourage disease prevention by improving primary health care, personal hygiene and environmental cleanliness. | <p>Objectives:</p> <ul style="list-style-type: none"> Improve the quality of tuition through localized health and environmental curricula; Find solutions for well-care-taken school environment (garden and sanitation). <p>Expected Results:</p> <ul style="list-style-type: none"> Sharing of the good practices of Racetrack Primary School to other primary schools in Nakuru area; Implement localized curricula through Environmental and Health Clubs; A model of well-taken-care school premises to established to Racetrack Primary (school garden, sanitation). <p>Activities:</p> <ul style="list-style-type: none"> Curriculum work (local curriculum to supplement the national curriculum): develop an environmental clubs curriculum tailored to the needs of primary schools in Nakuru municipality, understanding and practices relating to pollution, improve the skills and capacity and motivate education department and teachers to offer quality education; Expanding Racetrack pilot school's good practices and improvements in Racetrack facilities: gardening (includes composting of organic waste) and sanitation (hygiene education and constructing pit latrines), manual/curriculum use training. |
| Community Facilities: General Administration | Administration Component |
| <ul style="list-style-type: none"> Decentralise government and municipal administrative functions to residential and other activity areas. | <p>Objectives:</p> <ul style="list-style-type: none"> Expose and improve the ability of locally elected leaders and civil servants from partner municipalities to work in multicultural environment; Improve practices and skills in good governance, effective leadership and project management; Improve citizens' access to information and enhance participatory decision making and planning |

Table 1. Correspondences between the development perspectives of the Key Planning Sectors of the Nakuru Strategic Structure Plan and the Project Plan for 2010 *Continued*

| | |
|--|--|
| | <p>process;</p> <ul style="list-style-type: none"> • Promote cultural identity and multiculturalism; • Promote the use of ICT in Municipal Council of Nakuru. <p>Expected Results:</p> <ul style="list-style-type: none"> • Increased capacity of Senior Officers and Middle Management Officers of Municipal Council of Nakuru; • Improved ICT based communication in Municipal Council of Nakuru and between the project partners; • Increased capacity of civic leaders in local governance issues; • Increased capacity of civil servants in their substance fields of work; • Improved practices in local authority in sharing and distributing new knowledge, experiences and lessons learned; • Webpage kept up-to-dated; • Better awareness of the co-operation project among the residents of northern and southern municipalities. <p>Activities:</p> <ul style="list-style-type: none"> • Trainings of Municipal Council of Nakuru in ICT (includes also improving ICT facilities and upkeep of the computers provided in 2009); • Work visits (by North and South: project planning, reporting and management issues, civic leader's activity); • Trainings in good governance and project management; • Civic leaders activity: civic leaders will prepare as a team a baseline survey on differences and similarities and based on this prepare a work plan for the future work of civic leaders; • Info materials of the project and website: updating the project website, organising info-evenings for the residents in Finland during Nakuru delegation work visits, contacting local media/press. |
| Population Dynamics | - |
| Land | - |
| Economic Development | - |
| Infrastructure: Electricity & Energy Supply, Communications & Postal Services, Fire Fighting Equipment | - |
| Transportation | - |
| Housing | - |
| Community Facilities: Religious Institutions, Markets, Recreational Facilities | - |

Sources: City of Hämeenlinna and Municipal Council of Nakuru 2009, pp. 15–20, 26–46; Municipal Council of Nakuru 1999, pp. 142–148.

Table 1 above includes all the objectives, results and activities of the components of the Hämeenlinna-Nakuru project plan for 2010. The Hämeenlinna-Nakuru project plan for 2010 does not provide details on which issues are going to be included in the Environmental Strategy of Nakuru. However, on the refreshing of the Environmental Strategy of Nakuru, the project plan refers to the Nakuru Strategic Plan in general:

Environmental questions are part of Nakuru Strategic plan 2020. This plan is done in 1999 and needs to be updated to create framework for environmental activities in

Nakuru. Environmental Department was created in 2001, which also gives reasons to renew the strategy to include environmental aspects. Activities will also include updating the information on the current environmental situation in Nakuru.⁵⁴

Based on the above section the author of the present study concluded that refreshing the Environmental Strategy of Nakuru can be seen to be in conformity with all the Nakuru Strategic Structure Plan's Key Planning Sectors which relate to environmental issues. Table 1 shows that **the project components are in conformity with the Nakuru Strategic Structure Plan.**

In addition to the correspondences between the development perspectives of the Key Planning Sectors and the Hämeenlinna-Nakuru project plan for 2010, the environment component of the project plan can be seen to be in conformity especially with the Nakuru Strategic Structure Plan's vision of Nakuru as an Eco-town (includes e.g. the co-existence of the booming town with vulnerable eco-sites such as the Lake-Park).⁵⁵ In addition, the administration component is in line with the three institutional mechanisms for the implementation of the Plan, which stress building the capacities of the Municipal Council Nakuru in general: delegated planning powers, participatory planning, and institutional capacity building.⁵⁶

2.2 5 Years Strategic Plan 2007–2011

The 5 Years Strategic Plan 2007–2011 of the Municipal Council of Nakuru consists of:

- Forewords by the Town Clerk and the Mayor;
- Introduction;
- Mandate of the Municipal Council of Nakuru;
- Corporate Vision, Mission and Core Values;
- Strategic analysis;
- Strategic issues;
- Implementation of objectives & strategies;
- Implementation process;
- Action plan matrix.

The 5 Years Strategic Plan 2007–2011 identifies ten strategic issues (also called as Key Focus Areas) on the basis of “an extensive analysis and review of past performance” that need to be acted upon.⁵⁷ The Strategic Plan defines the implementation of each strategic issue (Key Focus Area), meaning that the Municipal Council of Nakuru has prioritised a number of objectives and strategies to be implemented by the year 2011. The Strategic Plan also provides an action plan for the Key Focus Areas in a matrix form, which includes performance indicators, unit measures, service delivery targets, budget and definition of lead actors.

The definitions of the objectives and strategies differ slightly between the two presentations of the implementation of the Key Focus Areas and the action plan matrix. The present study follows the presentation and the numbering of the Key Focus Areas used in the chapter on the implementation of objectives and strategies. Each Key Focus Area has one objective and between three to ten strategies.⁵⁸

Table 2 below discusses the correspondences between the ten Key Focus Areas of the 5 Years Strategic Plan 2007–2011 of the Municipal Council of Nakuru (MCN) and the three components of the Hämeenlinna-Nakuru project plan for 2010, which can be found from among all the objectives and strategies of the ten Key Focus Areas.

54 City of Hämeenlinna and Municipal Council of Nakuru 2009, p. 44.

55 Municipal Council of Nakuru 1999, p. 33.

56 Municipal Council of Nakuru 1999, pp. 148–150.

57 Municipal Council of Nakuru 2007, p. 36.

58 Refer to Municipal Council of Nakuru 2007, pp. 38–40.

Table 2. Correspondences between the 5 Years Strategic Plan of the Municipal Council of Nakuru and the project plan for 2010

| MUNICIPAL COUNCIL OF NAKURU: 5 YEARS STRATEGIC PLAN 2007–2011 | HÄMEENLINNA-NAKURU PROJECT PLAN 2010 |
|---|---|
| Key Focus Area 2: Eradicating Corruption and Enhancing Good Governance | Administration Component |
| <p>Objective: To eradicate corruption and enhance good governance.</p> <p>Strategies:</p> <ul style="list-style-type: none"> • Improve the Council’s financial management; • Educate the Council employees on the evils of corruption; • Promote democracy in the workings of the Council affairs; • Reward whistle blower. | <p>Objectives:</p> <ul style="list-style-type: none"> • Expose and improve the ability of locally elected leaders and civil servants from partner municipalities to work in multicultural environment; • Improve practices and skills in good governance, effective leadership and project management; • Improve citizens’ access to information and enhance participatory decision making and planning process; • Promote cultural identity and multiculturalism; • Promote the use of ICT in Municipal Council of Nakuru. |
| Key Focus Area 3: Human Resources Capacity Building | Expected Results: |
| <p>Objective: To increase human resource capacity to increase the efficiency of service delivery.</p> <p>Strategies:</p> <ul style="list-style-type: none"> • Training of unskilled employees; • Increase incentives for staff motivation; • Giving promotions by merit. | <ul style="list-style-type: none"> • Increased capacity of Senior Officers and Middle Management Officers of Municipal Council of Nakuru; • Improved ICT based communication in MCN and between the project partners; • Increased capacity of civic leaders in local governance issues; • Increased capacity of civil servants in their substance fields of work; • Improved practices in local authority in sharing and distributing new knowledge, experiences and lessons learned; • Webpage kept up-to-dated; • Better awareness of the co-operation project among the residents of northern and southern municipalities. <p>Activities:</p> <ul style="list-style-type: none"> • Trainings of Municipal Council of Nakuru in ICT (includes also improving ICT facilities and upkeeping of the computers provided in 2009); • Work visits (by North and South: project planning, reporting and management issues, civic leader’s activity); • Trainings in good governance and project management; • Civic leaders activity: civic leaders will prepare as a team a baseline survey on differences and similarities and based on this prepare a work plan for the future work of civic leaders; • Info materials of the project and website: updating the project website, organising info-evenings for the residents in Finland during Nakuru delegation work visits, contacting local media/press. |
| Key Focus Area 4: Computerization of Council Operations | Administration Component |
| <p>Objective: To computerize the Council operations</p> <p>Strategies:</p> <ul style="list-style-type: none"> • Install computers in all the Council office; • Train the employees on how to use the computers; • Develop tailor made / user friendly packages to fit the Councils operations. | <p>Objectives:</p> <ul style="list-style-type: none"> • Promote the use of ICT in Municipal Council of Nakuru. <p>Expected Results:</p> <ul style="list-style-type: none"> • Increased capacity of Senior Officers and Middle Management officers of Municipal Council of Nakuru; • Improved ICT based communication in Municipal Council of Nakuru and between the project partners; • Improved practices in local authority in sharing and distributing new knowledge, experiences and lessons learned; • Webpage kept up-to-dated; <p>Activities:</p> <ul style="list-style-type: none"> • Trainings of Municipal Council of Nakuru in ICT (includes also improving ICT facilities and upkeeping of the computers provided in 2009); • Updating the project website. <p>Education Component</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Improve the communication facilities. <p>Expected Results:</p> <ul style="list-style-type: none"> • Effective communication facilities between the schools and the pupils as well as between Kenya and Finland. |

Table 2. Correspondences between the 5 Years Strategic Plan of the Municipal Council of Nakuru and the project plan for 2010 *Continued*

| | |
|---|---|
| | <p>Activities:</p> <ul style="list-style-type: none"> • Capacity building for teachers on ICT; • Commitment of Education sector and information sharing: procuring ICT facilities. |
| Key Focus Area 6: Improvement of Service Delivery | Education Component |
| <p>Objective: To improve the delivery of services to the residents of Nakuru,</p> <p>Strategies:</p> <ul style="list-style-type: none"> • Improve public nursery, primary and secondary facilities; • Promote education spirit and gender equality; • Popularize Information Communication Technology. | <p>Objectives:</p> <ul style="list-style-type: none"> • Improve the quality of tuition through localized health and environmental curricula; • Find solutions for well-care-taken school environment (garden and sanitation); • To improve the skills and capacity and motivate the education department and teachers to offer quality education; • Cultural exchange (tolerance and global education); • Improve the communication facilities; • Create awareness on environmental management. <p>Expected Results:</p> <ul style="list-style-type: none"> • Sharing of the good practices of Racetrack Primary School to other primary schools in Nakuru area; • Implement localized curricula through Environmental and Health Clubs; • A model of well-taken-care school premises to established to Racetrack Primary (school garden, sanitation); • Continuation of the students' letter and student knowledge exchange programme; • More students from other schools in Finland joined to increase the amount of the Finnish students involved in this activity; • Equip 1 teacher with Special Education Skills (actions through Education Department); • Effective communication facilities between the schools and the pupils as well as between Kenya and Finland; • Effective manure usage; • Compositing into other schools and the surrounding community. <p>Activities:</p> <ul style="list-style-type: none"> • Curriculum work (local curriculum to supplement the national curriculum): develop an environmental clubs curriculum tailored to the needs of primary schools in Nakuru municipality, understanding and practices relating to pollution, improve the skills and capacity and motivate education department and teachers to offer quality education; • Expanding Racetrack pilot school's good practices and improvements in Racetrack facilities: gardening (includes composting of organic waste) and sanitation (hygiene education and constructing pit latrines), manual/curriculum use training; • Student Knowledge Exchange Programme between Finnish primary schools and Racetrack primary school: penpals and e-mail exchanges, equipping the Racetrack with computers and internet connection, introducing project work to Racetrack primary school; • Capacity Building for Teachers at Racetrack pilot school: ICT, handling of big/multi-grade classes, writing skills, how to produce T/L materials, environmental management, health education, change of working habits, team building activities. To train one teacher to deal with special children with difficulties in learning, writing, reading and speaking and mathematics; • Establish co-operation between Racetrack Primary and the business community (sponsoring); • Commitment of Education sector and information sharing: sensitisation seminars for Education Department and Head |

Table 2. Correspondences between the 5 Years Strategic Plan of the Municipal Council of Nakuru and the project plan for 2010 *Continued*

| | |
|---|--|
| | <p>Teachers, organising visits for other schools' teachers to Racetrack primary pilot school; Informing residents on the pilot school; procuring ICT facilities;</p> <ul style="list-style-type: none"> • Work visits (North and South): e.g. finalising localised curriculum, special education. |
| Key Focus Area 8: Environmental Management | Education Component |
| <p>Objective: To increase environmental management and sustainable use of resources.</p> <p>Strategies:</p> <ul style="list-style-type: none"> • Planting of trees; • Grow and nurture nursery beds; • Demonstrations to help people know about importance of planting trees to make Nakuru a green town; • Improving garbage collection; • Improve sewerage and sanitation systems; • Create awareness on sustainable use of resources; • Prevent dumping of toxic waste in water masses e.g. Lake Nakuru; • Designate areas of solid waste disposal in the town; • Management of toxic and hazardous waste; • Improve the image of the Council. | <p>Objectives:</p> <ul style="list-style-type: none"> • Improve the quality of tuition through localized health and environmental curricula; • Find solutions for well-care-taken school environment (garden and sanitation); • To improve the skills and capacity and motivate the education department and teachers to offer quality education; • Create awareness on environmental management. <p>Expected Results:</p> <ul style="list-style-type: none"> • Sharing of the good practices of Racetrack Primary School to other primary schools in Nakuru area; • Implement localized curricula through Environmental and Health Clubs; • A model of well-taken-care school premises to established to Racetrack Primary (school garden, sanitation); • Effective manure usage; • Compositing into other schools and the surrounding community. <p>Activities:</p> <ul style="list-style-type: none"> • Curriculum work (local curriculum to supplement the national curriculum): develop an environmental clubs curriculum tailored to the needs of primary schools in Nakuru municipality, understanding and practices relating to pollution, improve the skills and capacity and motivate education department and teachers to offer quality education; • Expanding Racetrack pilot school's good practices and improvements in Racetrack facilities: gardening (includes composting of organic waste) and sanitation (hygiene education and constructing pit latrines), manual/curriculum use training; • Capacity Building for Teachers at Racetrack pilot school: environmental management, health education, change of working habits, team building activities; • Commitment of Education sector and information sharing: sensitisation seminars for Education Department and Head Teachers, organising visits for other schools' teachers to Racetrack primary pilot school; Informing residents on the pilot school; procuring ICT facilities; • Work visits (North and South): e.g. finalising localised curriculum, special education. |
| | Environment Component |
| | <p>Objectives:</p> <ul style="list-style-type: none"> • To enhance awareness among stake holders on environmental issues; • To strengthen the role and expertise of Environmental Department of Municipal Council of Nakuru, training Officers (mainly operational/field staff) in landscaping and aesthetics, forestry, vegetation management, waste management and environment administration; • To address waste management issues in Nakuru town and to enhance the capacity in the management of CBO's involved in garbage collection; • Enhance environmental protection and nature conservation in Nakuru; • Buffer zone plan for Nakuru National Park. <p>Expected Results:</p> |

Table 2. Correspondences between the 5 Years Strategic Plan of the Municipal Council of Nakuru and the project plan for 2010 *Continued*

| | |
|---|---|
| | <ul style="list-style-type: none"> • Nakuru Environmental Strategy is refreshed and being implemented; • Improved capacity in environmental issues and ability and to formulate workable policies of 50 Municipal Council of Nakuru staff or civic leaders; • The role, work plan and expertise of Environmental Department clarified and strengthened; • Members of CBOs are trained in waste management skills; • Regional waste management plan including waste avoidance, reuse, recycling, transportation, energy use and land fill activities; • Buffer zone plan for Nakuru National Park is created and is influencing to the policies. <p>Activities:</p> <ul style="list-style-type: none"> • Trainings in environmental issues for operational/field staff; • Buffer zone plan (concept plan paper with implementation strategy): protection of the main tourist sites and natural resources of Nakuru area, source for fuel wood, construction timber and other materials for local communities, reforestation with indigenous tree species and commercially attractive exotics and guidelines for sustainable use of the resources; • Refreshing Environmental Strategy of Nakuru: a basis of a work plan for the Environmental Department; • Training CBOs in waste management; • Ecological Demo Centre (new technology, environmentally friendly ways of producing energy or handle waste); • Work visits (North and South). |
| Key Focus Area 1: Revenue Collection | – |
| Key Focus Area 5: Physical Planning | – |
| Key Focus Area 7: Improving Disaster Preparedness | – |
| Key Focus Area 9: HIV/AIDS | – |
| Key Focus Area 10: Poverty Reduction | – |

City of Hämeenlinna and Municipal Council of Nakuru 2009, pp. 15–20, 26–46; Municipal Council of Nakuru 2007, pp. 38–40.

Table 2 above contains all the objectives, expected results and activities of the three project components, and therefore the Table shows that **the components are in accordance with the 5 Years Strategic Plan of the Municipal Council of Nakuru**. The components address all the strategies of the Key Focus Areas of Eradicating Corruption and Enhancing Good Governance, Human Resources Capacity Building, Computerization of Council Operations, and Environmental Management. The project components address three of the in total eight strategies of the Key Focus Area of Improvement of Service Delivery.

3 Views of the Project Coordinators

This section summarises the responses of the Project Coordinators of the City of Hämeenlinna and the Municipal Council of Nakuru to the study questionnaire sent to them in January 2010 (please refer to Appendix 1).

The section “Processes of Creating the Strategic Plans in the North and the South” summarises also the information given in the *Nakuru Strategic Structure Plan* and the *5 Years Strategic Plan 2007–2011* on the preparation of these Plans.

3.1 Strategies for International Co-Operation in the North and the South

According to the Project Coordinator of the City of Hämeenlinna, in the Strategic Plan of the City of Hämeenlinna – Uudistuva Hämeenlinna 2015 (Renewing Hämeenlinna 2015) – one of the goals is that the City of Hämeenlinna will become more international.⁵⁹

According to the Project Coordinators of the Municipal Council of Nakuru, international activities are mentioned in the Nakuru Strategic Structure Plan 2000-2020.⁶⁰

The City of Hämeenlinna and the Municipal Council of Nakuru do not have separate strategies for international co-operation or international activities.⁶¹

3.2 Processes of Creating the Strategic Plans in the North and the South

Hämeenlinna: The City of Hämeenlinna decided to renew the City Strategy after a municipal reform decision was made on the 26th November 2007. The Councillors took part in the preparation and special “idea forums” were established and interviews were made in them. Also questionnaires to citizens were made to ensure the participation of citizens.⁶²

Nakuru: The Nakuru Strategic Structure Plan was made under the Local Agenda 21. Councillors, physical planners and staff members prepared the document together. The preparation of the Plan was guided by a UN-Habitat representative.⁶³

According to the Nakuru Strategic Structure Plan, Nakuru is one of the three cities selected by the United Nations Centre for Human Settlements’ (UN-HABITAT) Local Agenda 21 Programme as case studies for the implementation of the Local Agenda 21 approach. The programme offers a multi-year support system (capacity building and management support interventions) for Nakuru and the other two cities (Essaouira in Morocco and Vinh City in Vietnam). The core funding of the programme is provided by the Belgian Administration Development Co-ordination (BADDC), and technical support is provided by the UN-HABITAT, the Government of Kenya and a consortium of Belgian universities, various departments of the University of Nairobi, the local private sector and professionals.⁶⁴

The Localising Agenda 21 Programme started in Nakuru in 1995 with consultative workshops for a wide range of stakeholders, including elected councillors, officers of the Council, district and provincial administration, research and training institutions, parastatal agencies, NGOs, CBOs, industrialists and other project partners. The purpose of the workshops was to build consensus towards a commonly agreed upon plan of action. The workshops adopted the Strategic Structure Planning (SSP) Process as the approach for achieving sustainable urban development in Nakuru.⁶⁵ The SSP Process proceeds on three tracks: long-term vision (desirable spatial structure), priority actions (removing bottlenecks), and stakeholder participation (communication: aspirations of stakeholders and dispute resolution).⁶⁶

The preparation of the Nakuru Strategic Structure Plan was one of the activities in the second phase of the Localising Agenda 21 process in Nakuru. Many stakeholders took part in the process, for example the Municipal Council, institutions of higher learning and Government departments:⁶⁷

- The University of Nairobi: the Department of Urban and Regional Planning, the Department of Architecture and Housing and the Building Research Insti-

59 Piilola 2010b.

60 Pkemei and Macharia 2010.

61 Piilola 2010b; Pkemei and Macharia 2010.

62 Piilola 2010b.

63 Pkemei and Macharia 2010.

64 Municipal Council of Nakuru 1999, p. 11.

65 Municipal Council of Nakuru 1999, p. 11.

66 Municipal Council of Nakuru 1999, pp. 4, 11.

67 Municipal Council of Nakuru 1999, p. 13.

tute;

- University of Leuven: the Department of Physical Planning and the Department of Urban Development;
- Other key stakeholders such as the private sector, NGOs and CBOs.

According to the 5 Years Strategic Plan 2007–2011, in the preparation of the Strategic Plan a participatory approach was used which sought the views of the stakeholders on the issues affecting the community. The following tasks were conducted in the preparation of the Strategic Plan:⁶⁸

1. Reviewing of the documents, operational systems, resources, administrative procedures and control systems of the Municipal Council of Nakuru;
2. Interviewing staff, management, stakeholders and local community both verbally and administering questionnaires on challenges facing the Council and possible ways of overcoming them;
3. Analysing the historical success and failure factors related to the Council in the delivery of services;
4. Carrying out a qualitative research from all the stakeholders by filling out a preliminary planning questionnaire;
5. Conducting two major workshops on the basis of the findings of items 1-4 above (one for all the departments of the Municipal Council of Nakuru and all the Councillors, and one for the Council officers, Councillors and stakeholders);
6. Reviewing of specific functional areas and management systems of the Council with a view of reducing dissatisfaction amongst the community and improving service delivery;
7. Developing an action plan, strategies for implementation and intervention modalities.

According to the 5 Years Strategic Plan, “the Municipal Council of Nakuru technical team comprising of all the departmental heads and the councillors from the various wards with support from a team of consultants from Peter Githae and Associates in conjunction with Resource Use and Capacity Building Consultants (RUCBIC) facilitated the Strategic Planning Process.”⁶⁹

3.3 Conformity with the Strategic Plan of the Municipal Council of Nakuru

According to the Project Coordinators of the City of Hämeenlinna and the Municipal Council of Nakuru, the areas of co-operation of the Hämeenlinna-Nakuru project plan for 2010 are in accordance with the Nakuru Strategic Structure Plan.⁷⁰ The Project Coordinators of the Municipal Council of Nakuru stressed that the co-operation follows the Nakuru Strategic Structure Plan, which was used in the planning of the project.⁷¹

3.4 Actors Involved in Defining the Areas and Sectors of Co-Operation

According to the Project Coordinators of the City of Hämeenlinna and the Municipal Council of Nakuru, the Coordination Committees of the North and the South together with the Joint Steering Committees defined the areas of co-operation of the Hämeenlinna-Nakuru project plan for 2010.⁷²

68 Municipal Council of Nakuru 2007, pp. 14–15.

69 Municipal Council of Nakuru 2007, p. 15.

70 Piilola 2010b; Pkemei and Macharia 2010.

71 Pkemei and Macharia 2010.

72 Piilola 2010b; Pkemei and Macharia 2010.

3.5 Meeting the Needs of the Municipal Council of Nakuru

According to the Project Coordinators of the City of Hämeenlinna and the Municipal Council of Nakuru, the co-operation areas of the Hämeenlinna-Nakuru project plan for 2010 meet the needs of the specific areas that the City of Hämeenlinna and the Municipal Council of Nakuru have jointly agreed to include in the project plan.⁷³

3.6 Other Strategies of the Municipal Council of Nakuru

Gender

The Municipal Council of Nakuru does not have a gender strategy. A gender strategy is supposed to be made in the future.⁷⁴

Environmental sustainability and/or sustainable development

The Municipal Council of Nakuru has a sanitation plan, which is the renewed Environmental Strategy made by the Environmental Department of the Municipal Council of Nakuru.⁷⁵

Other strategies or policies

Other strategies and policies that the Municipal Council of Nakuru follows include:

- Financial guidelines and circulars from the Ministry of Local Government;
- Training policy on progress;
- Various bylaws;
- Local Government Act.

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73 Piilola 2010b; Pkemei and Macharia 2010.

74 Pkemei and Macharia 2010.

75 Pkemei and Macharia 2010.

Tanzania

Hartola Municipality-Iramba District Co-operation

Summary

The Five-Year Strategic Plan 2006/2007–2010/2011 of the Iramba City Council defines eight strategic key result areas for the realisation of the vision of the Iramba District Council. Each strategic key result area contains many strategic issues with indicators, strategies, targets and activities.

The Hartola-Iramba co-operation project plan for 2010 includes three Sectors: Vocational Training and Small Enterprises, Environmental Programme, and Library and History.

Two of the three Sectors of the Hartola-Iramba co-operation project plan for 2010 address some of the many strategic issues of three strategic key result areas of the Strategic Plan of the Iramba District Council.

The Vocational Training and Small Enterprises Sector is in accordance with the key result area of economic services.

The Environmental Programme Sector is in accordance with the key result areas of environmental conservation and social services.

The objectives and activities of the Library and History Sector are not stated in the Strategic Plan of the Iramba District Council. This is noted also in the Hartola-Iramba co-operation project plan for 2010. The project plan argues for the inclusion of the Sector in the project with national level plans in which history is mentioned as an important development area. Iramba District Council has important historical sites in its area, whose history could be researched and also utilised for tourism purposes.

1 Introduction

The present study first examines the correspondences between the Strategic Plan of the Iramba District Council and the Hartola-Iramba co-operation project plan for 2010. After the analysis the study summarises the responses of the Project Coordinators of the Hartola Municipality and the Iramba District Council to the study questionnaire in the Chapter “Views of the Project Coordinators”.

2 Correspondences between the Strategic Plan and the Project Plan for 2010

This Chapter gives first a short introduction to the Five-Year Strategic Plan 2006/2007–2010/2011 of the Iramba District Council, and the Sectors of the Hartola-Iramba co-operation project plan for 2010. After the introduction the Chapter discusses the correspondences between the Strategic Plan and the project plan.

The Iramba District Council’s (IDC) IDC *Five-Year Strategic Plan 2006/2007–2010/2011* is divided into the following chapters:⁷⁶

76 Iramba District Council 2005, p. 16.

- Historical background/introduction of the IDC;
- Profile of the IDC;
- Vision, Mission, Functions and Values of the IDC;
- Strategic External Environment;
- Present status focusing mainly on the present status of operation;
- Current main strengths, weaknesses, opportunities and threats (SWOTS) faced by the IDC, Enablers and Obstacles as well as the major strategic issues to be addressed by the plan;
- Strategic Key Result Areas, indicators and targets;
- Implementation Action Plan;
- Monitoring and Evaluation system.

The Strategic Plan defines **eight strategic key result areas for the realisation of the vision of the Iramba District Council**. The strategic key result areas are presented mostly in matrix form. Each strategic key result area contains many strategic issues with indicators or strategies, and targets or activities.

For example, the key result area of social services consists of in total eight or 13 strategic issues (the presentation varies between the two tabular presentations in the Strategic Plan) with numerous indicators and targets, the key result area of economic services consists of 10 or 14 strategic issues, and the key result area of environmental conservation consists of three or four strategic issues (depending on the two presentations in the Strategic Plan).

The Strategic Plan lists 21 national development goals, policies and programmes, which are consulted to inform the decision making of the Iramba District Council (IDC). These include, for example, the National Development Vision 2025, the National Strategy for Growth and Reduction of Poverty, the Agricultural, Livestock and Water policies, the National Forestry Programme and the Primary Education Development Plan. The actions of the Iramba District Council are also guided by the United Nations Millennium Development Goals (MDGs).⁷⁷ The Hartola-Iramba co-operation project plan for 2010 also discusses that the IDC's strategy planning follows the MDGs, but the requirements for the planning come mainly from the national strategies, which leaves very little room the IDC to follow up the village plans although they are to some extent overlapping with the national strategies.⁷⁸

The Hartola-Iramba co-operation project plan for 2010 contains three sectors:

- Sector A. Vocational Training and Small Enterprises;
- Sector B. Environmental Programme;
- Sector C. Library and History.

The Vocational Training and Small Enterprises Sector includes human rights training, and development of Village Community Banks (VICOBA). The VICOBA is a village savings and loans scheme based on savings and credit groups of between 25–30 people. The VICOBA's give out loans with moderate interest rates and have proven to be successful in serving poor, economically and socially marginalised individuals and households in isolated, illiterate and poor rural areas. The development of VICOBA's is a prerequisite for developing small enterprises and generating income in the Iramba District area.⁷⁹

The goal of the Environmental Programme (Sector B) is “to help Iramba District inhabitants and office holders to learn about the environmental issues which need special attention in Iramba. Through training and practical measures the inhabitants are helped to take better care of their own environment.”⁸⁰ According to the project plan

⁷⁷ Iramba District Council 2005, pp. 8, 22–34.

⁷⁸ Hartola Municipality and Iramba District Council 2009, p. 3.

⁷⁹ Hartola Municipality and Iramba District Council 2009, pp. 6–7.

⁸⁰ Hartola Municipality and Iramba District Council 2009, p. 7.

for 2010, the Iramba District Council has planned to establish a few pilot areas for waste management in the surveyed areas in Kiomboi. The Environmental Programme includes trainings on environmental conservation (composting and waste management), improving household environment, manufacture and use of improved stoves to reduce the need for firewood, and starting waste collection enterprises. In addition, a waste management system is developed inside the surveyed areas in Kiomboi.⁸¹

The history project (Sector C) aims for collection and preservation of oral history and historical material which are quickly disappearing in the District area. It includes trainings for librarians and Council staff members, and procurement of books.⁸²

Table 1 below presents the correspondences between the eight strategic key result areas of the *IDC Five-Year Strategic Plan 2006/2007–2010/2011* and the three Sectors of the Hartola-Iramba project plan for 2010, which can be found among all the numerous strategic issues, indicators, strategies, targets and activities of the eight strategic key result areas. The strategic issues represent the strategic problems to be solved, and the indicators, strategies, targets and activities represent the desired status and action to be achieved. Table 1 contains all the objectives and activities of each of the three Sectors of the project plan for 2010.

In order to give a comprehensive picture of the indicators and strategies of the Strategic Plan discussed in Table 1 below, the Table shows all targets and activities of each indicator or strategy discussed in the Table. This is why some of the activities of the project discussed in Table 1 do not present a total match to some of the targets and activities of the Strategic Plan in the Table. Nevertheless they can be seen to aim at contributing to the strategic issues, indicators and strategies of the Strategic Plan discussed in the Table. For example, even though the activity of facilitating the use of mosquito nets by the project does not directly contribute to the activity of training of staff on current malaria treatment regime, the facilitation of the use of mosquito nets is still in harmony with the strategy of rolling back malaria. The columns on the Strategic Plan in Table 1 are adapted from the two tabular presentations in Chapter 7.2 and Chapter 8.4 of the *IDC Five-Year Strategic Plan 2006/2007–2010/2011*.

Table 1. Correspondences between the IDC Strategic Plan and the Hartola-Iramba Project Plan for 2010

| IRAMBA CITY COUNCIL: FIVE-YEAR STRATEGIC PLAN 2006/2007–2010/2011 | | HARTOLA-IRAMBA PROJECT PLAN 2010 |
|--|--|---|
| Key Result Area 3: Economic Services* | | Sector A. Vocational training and small enterprises |
| Strategic Issues | Indicators and Targets | Objectives and Activities |
| 3.1 High level of poverty | <p>Indicator:</p> <ul style="list-style-type: none"> Improved livelihood to all residents. <p>Targets:</p> <ul style="list-style-type: none"> Increased per-capita income from 140,000 TSHS to 256,000 TSHS by 2010 by training business men and improving private sector in business education, mobilisation of investors, and supervision in revenue and tax collection. <p>Indicator:</p> <ul style="list-style-type: none"> Increased entrepreneurship. <p>Targets:</p> <ul style="list-style-type: none"> To increase the number of SACCOS members from 470 to 8,000 and number of economic groups, | <ul style="list-style-type: none"> Organize for women and youth groups training which enables the groups to start or develop further their own enterprise or facilitate the groups vocationally. Through training the groups acquire skills and knowledge or learn to defend themselves against social injustice. The facilitators are mainly Iramba District office holders who also gain new training experience and learn about the circumstances of the groups through the training process. Development of village community banks (VICOBAs) will help the groups e.g. in getting loans and starting their business. |

81 Hartola Municipality and Iramba District Council 2009, pp. 7–8.

82 Hartola Municipality and Iramba District Council 2009, pp. 8–9.

Table 1. Correspondences between the IDC Strategic Plan and the Hartola-Iramba Project Plan for 2010 *Continued*

| | | |
|---|---|---|
| | <p>women and youth groups from 197 to 272 by 2010;</p> <ul style="list-style-type: none"> • SACCOS and economic groups trained; • conducting 80 training on right and obligation of members and business skills to 2000 members and 81 SACCOS leaders; • conducting 5 trainings to 1360 members of economic groups; • economic groups empowered; • provision of loans to the SACCOS amount of 400,000,000 by 2010; • provision of loans to economic groups amount of 30,000,000 by 2010; • increased number of financial institutions from 5-26 by 2010. | <ul style="list-style-type: none"> • Training on human basic rights and legislation in 5 wards. The goal is to improve the legal rights of families especially by enhancing the importance of making wills (if the father has left a will for the benefit of his family, his relatives are not able to claim the possessions of the family to themselves after his death). N/S funding is needed for the training of women. • Training for accountant clerks of Village community banks (VICOBAs) in 5 wards • Training of board members of VICOBAs in 5 wards. • Procurements: Procurement of safes for 5 women groups in Ulemo, Kinampanda, Kinyangiri, Ilunda and Kiomboi. |
| Key Result Area 7: Environmental Conservation* | | Sector B. Environmental Programme |
| Strategic Issues | Indicators and Targets | Objectives and Activities |
| 7.1 Environmental destruction | <p>Indicators:</p> <ul style="list-style-type: none"> • Environment conserved; • Establishment of forest reserve; • Presence of afforestation practices. <p>Targets:</p> <ul style="list-style-type: none"> • increased LG, village and private forest reserves; • Motivated private sector to villages and individual people to all 126 villages by 2010. • (Established 40 school tree nurseries by 2010.) | <ul style="list-style-type: none"> • The goal is to help Iramba District inhabitants and office holders to learn about the environmental issues which need special attention in Iramba. Through training and practical measures the inhabitants are helped to take better care of their own environment. • Training on manufacturing improved stoves in 3 wards. Trainees learn to make the stoves and are motivated to start the manufacturing. The goal is to enhance the manufacture and use of improved stoves and reduce the need for firewood. |
| Key Result Area 2: Social Services | | Sector B. Environmental Programme |
| Strategic Issues** | Indicators/Strategies and Targets/Activities** | Objectives and Activities |
| 3. Wave out community from communicable diseases and other preventable health problems. | <p>Indicator:</p> <ul style="list-style-type: none"> • Improved solid waste management in the community. <p>Targets:</p> <ul style="list-style-type: none"> • To procure refuse truck or tractor for refuse collection; • construct 7 refuse bays in 7 trading centres; • prepare and distribute posters and leaflets on environmental sanitation; • procure and install 660 dustbins in Kiomboi town, 10 trading centres, all schools and colleges. | <ul style="list-style-type: none"> • To help Iramba District inhabitants and office holders to learn about the environmental issues which need special attention in Iramba. Through training and practical measures the inhabitants are helped to take better care of their own environment. • Training on environmental conservation in Ibaga and Nduguti wards. The villagers learn how to take care of composting and waste management in and around their abodes and around their villages; • Training for 70 people on starting waste collection enterprises in Kiomboi, Doromoni, Shelui, Iguguno and Ndago; • Waste management system is developed inside the surveyed areas in Kiomboi. There is need for both infrastructure and training. |
| 3. Wave out community from communicable diseases and other preventable health problems. | <p>Strategy:</p> <ul style="list-style-type: none"> • Roll back malaria. <p>Activities:</p> <ul style="list-style-type: none"> • To conduct 1 sensitization meeting to each village on malaria control annually; | <ul style="list-style-type: none"> • To help Iramba District inhabitants and office holders to learn about the environmental issues which need special attention in Iramba. Through training and practical measures the inhabitants are helped to take better care of their |

Table 1. Correspondences between the IDC Strategic Plan and the Hartola-Iramba Project Plan for 2010 *Continued*

| | | |
|--|--|---|
| | <ul style="list-style-type: none"> • To provide pregnant mothers with ITNs (insecticide-treated nets) through voucher system; • To train 112 staff on current malaria treatment regime; • To provide IPT to all pregnant mothers using SP; • Procure and distribute insecticide poisons for mosquito larvae control in breeding sites. <p>Strategy:</p> <ul style="list-style-type: none"> • Raise community awareness on preventable diseases and disasters. <p>Activities:</p> <ul style="list-style-type: none"> • To purchase and distribute IEC material; • To conduct semi-annual house to house inspections in the district; • To conduct 126 public meetings and health education annually; • To conduct 4 quarterly meetings to 30 preventive Health Workers on integrated disease surveillance. | <p>own environment.</p> <ul style="list-style-type: none"> • Training on improving household environment in Msingi FDC. Women groups are trained to improve the cooking, storage and general home environment (e.g. to facilitate the use of mosquito nets) and to train other villagers. The main reason for the great need of this kind of training is that domestic science or home economics has not been taught for teachers and it has been taught only in some schools as a voluntary subject. Includes promoting good hygiene and sanitation practices. |
| <p>Key Result Area Strategic Issues</p> | <p>Indicators and Targets</p> | <p>Sector C. Library and History Objectives and Activities</p> |
| <p>-</p> | <p>-</p> | <ul style="list-style-type: none"> • Objective: Collection and preservation of oral history and historical material which are quickly disappearing in the District area. • Short course of the Librarians in Librarian College in Bagamoyo: basic library knowledge, selection of materials (books, other) and library arrangements. The course will help the staff to improve the library services in the District. • History course in Morogoro for 3 staff members: Gathering, recording and analysing oral history is continued. There is still need for training for the cultural officers who use computers in recording the data. • Procurement of books for the Iramba District Library according to the needs of the students and other inhabitants who use the services. |
| <p>Key Result Area 1: Human Resources Management* Key Result Area 4: Communication and Infrastructure* Key Result Area 5: Administration and Good Governance* Key Result Area 6: Financial Management* Key Result Area 8: HIV/AIDS and Other Communicable Diseases*</p> | <p>- - - - -</p> | <p>- - - - -</p> |

* The Key Result Area numbering follows the numbering used in Chapter 7.2 'Summary of Key Result Areas' of the IDC Strategic Plan.

** Adapted by using the numbering and formatting of Chapter 7.2 and Chapter 8.4 'Implementation Action Plan' of the IDC Strategic Plan.

Sources: Hartola Municipality and Iramba District Council 2009 pp. 7–10; Iramba District Council 2005, pp. 69–83, 85–118.

Table 1 above contains all the objectives and activities of sectors A, B and C of the project plan. The table shows that **all the objectives and activities are in accordance with the IDC Five-Year Strategic Plan 2006/2007–2010/2011 except for the Sector C: Library and History.**

The Hartola-Iramba co-operation project plan for 2010 takes notice of the fact that the objectives and activities of the Library and History Sector are not included in the Strategic Plan:

All the objectives of the Iramba and Hartola North-South Local Government Co-operation are stated in the Iramba District Development Plans except those concerning the history project but in the national level plans also history is mentioned as an important development area.⁸³

According to the Project Coordinator of the Hartola Municipality, the first National Strategy for Growth and Reduction of Poverty of Tanzania (MKUKUTA I) includes references to culture and history. The second National Strategy for Growth and Poverty Reduction (MKUKUTA II) refers to cultural tourism. The Tourism Policy and Strategies in Tanzania notes that there are many unsurpassed natural, cultural and historical resources in Tanzania, which are still underutilised.⁸⁴

In view of these national strategies, there are some important historical sites in the area of Iramba District Council that could be researched and then utilised for tourism purposes. These include the fortress of Mkalama, which the Germans built as a colonial administrative centre. Another interesting research area could be the history of gold mining in the area, which started during the British colonial rule. There are also rock paintings in the Iramba District area, which should be researched.⁸⁵

Active and interested office-holders both in the Iramba District Council and the Hartola Municipality as well as the local history association in Iramba have had a significant role in including the Library and History Sector in the Hartola-Iramba co-operation linkage. Visits at libraries in Finland gave the office-holders of the Iramba District Council the idea and motivation to develop a library system in the Iramba District Council.⁸⁶

The project plan for 2010 discusses also the general results of the Hartola-Iramba co-operation project:

The training courses will disseminate knowledge about practical matters but also on human rights and gender issues (which are always discussed during the training courses). Awareness on these topics is a prerequisite for democracy and general development and training on human rights, gender issues and local democracy is still needed before the inhabitants see any possibilities to influence the decision makers.⁸⁷

The general results have potential to contribute to many key result areas of the Strategic Plan, but as the project plan for 2010 does not give further details on the human rights and gender issues to be covered, the author of the present study is unable to compare them to the key result areas of the Strategic Plan.

83 Hartola Municipality and Iramba District Council 2009, p. 6.

84 Mäkinen 2010b.

85 Mäkinen 2010b.

86 Mäkinen 2010c.

87 Hartola Municipality and Iramba District Council 2009, p. 9.

3 Views of the Project Coordinators

This section summarises the responses of the Project Coordinators of the Hartola Municipality and the Iramba District Council to the study questionnaire sent to them in January 2010 (please refer to Appendix 1).

The section “Processes of Creating the Strategic Plans in the North and the South” summarises also the information given in the Iramba District Council Five-Year Strategic Plan 2006/2007–2010/2011 on the preparation of the Strategic Plan.

3.1 Strategies for International Co-Operation in the North and the South

Hartola Municipality does not have a strategy for international activities.⁸⁸

According to the Project Coordinator of the Iramba District Council, international co-operation and international activities are mentioned in the Strategic Plan of the Iramba District Council on page 65.⁸⁹

3.2 Processes of Creating the Strategic Plans in the North and the South

According to the Project Coordinator of the Iramba District Council, the main output of the Local Government Reform Programme is the Strategic Plan of the Iramba District Council for 2006–2010. The Strategic Plan aims at building the capacity of and providing the direction for the Council to fulfil its functional objectives better and with more sustainability.⁹⁰

The Strategic Planning process was facilitated by experts from university of Dar es Salaam and involved the following key steps:⁹¹

- I Review of relevant documents;
- II One day brainstorming workshop for Council Management;
- III One week training workshop of the Council’s Stakeholders on Strategic Planning;
- IV One week planning workshop involving the Council stakeholders to review and agree on:
 - The Council’s Strengths, Weaknesses, Opportunities and Threats (SWOTS)
 - Key issues and results areas;
 - Vision and Mission statements;
 - Strategic objectives, strategies and activities;
 - Implementation action plan and budget;
 - Monitoring and evaluation system.
- V Presentation of the strategic plan to Council Reform Team (CRT) for approval;
- VI Presentation of the report to the Planning and Finance Committee of Council;
- VII Presentation to full Council for adoption.

According to the Iramba District Council’s (IDC) *IDC Five-Year Strategic Plan 2006/2007–2010/2011*, the Strategic Plan was prepared by the Council Management Team and funded by the Prime Minister’s Office - Regional Administration and Local Government through the Local Government Reform Programme (LGRP). Preparing the Strategic Plan is part of the LGRP. The reform process started in Iramba in 2002 with the formation of the Council Reform Team, and followed by the First Stakeholders Workshop, data collection, data analysis and preparation of Second Stakeholders Workshop in 2002.⁹²

88 Mäkinen 2010d.

89 Mkoma 2010.

90 Mkoma 2010.

91 Mkoma 2010.

92 Iramba District Council 2005, pp. 4, 14.

According to the Strategic Plan:

The Strategic Plan has been developed out of 2nd stakeholder's workshop whereby key issues raised by the participating stakeholders as to the level of service delivery by the local authority during the year 2002 were discussed. The level of service delivery has been updated taking into account the existing external environment and the various changes which have taken place within the internal environment since then.⁹³

The Second Stakeholders Workshop in 2002 involved all councillors, the District Executive Director, Heads of Departments, change agents, politicians, religious people, Village Executive Officers, Ward Executive Officers, Regional Secretariats and advisors.⁹⁴

The Coordinator of the LGRP Central Zone, Mr. Edwin Lyatuu, coordinated the whole exercise of preparing the Strategic Plan since the beginning starting from the collection of data. Mr. Richard D. Toba acted as the facilitator for the Council Management Team in preparing the Strategic Plan. Also involved were the District Planning Officer Ms. Martin Nkumbi, the Heads of Council Departments and their assistants, and many other Council staff members.⁹⁵

3.3 Conformity with the Strategic Plan of the Iramba District Council

According to the Project Coordinators both in the Hartola Municipality and the Iramba District Council, the areas of co-operation of the Hartola-Iramba co-operation project plan for 2010 are in accordance with the priorities defined in the *IDC Five-Year Strategic Plan 2006/2007–2010/2011* of the Iramba District Council.⁹⁶

3.4 Actors Involved in Defining the Areas and Sectors of Co-Operation

Hartola: The co-operation sectors of the Hartola-Iramba co-operation project have developed gradually during the years of co-operation. According to the Project Coordinator, "Considering together the meagre resources (personnel and financial) in Hartola and the needs in Iramba District has been a challenge but Hartola Municipality has some experts among the staff and elected officials who are willing to assist in their area of expertise. During work visits and negotiations both parties have found out what are the needs where the northern partner could best be of assistance."⁹⁷

Iramba: The Council's stakeholders i.e. Councillors, villagers, change agents and council staff members determined the areas of cooperation/sectors of the cooperation project.⁹⁸

3.5 Meeting the Needs of the Iramba District Council

Both of the Project Coordinators think that the sectors of the co-operation project in 2010 meet the needs of the Iramba District Council (IDC), but only to some extent because of the small amount of funding.

Hartola: The funding is very small but there are some areas where the Hartola Municipality can give support. Hartola is a small municipality with limited amount of human resources in terms of office-holders and staff members, which is why the elected and appointed representatives of Hartola have a significant role in the co-operation. The Iramba District has many needs where the Hartola Municipality cannot help.⁹⁹

93 Iramba District Council 2005, p. 5.

94 Iramba District Council 2005, p. 7.

95 Iramba District Council 2005, p. 4.

96 Mkoma 2010; Mäkinen 2010d.

97 Mäkinen 2010a, 2010d.

98 Mkoma 2010.

99 Mäkinen 2010d.

Iramba: The areas of cooperation meet the needs of the IDC to some extent. If there were an opportunity to expand the co-operation areas, it would reflect and capture more needs of the IDC, such as the improvement of residents' houses in the District (Works and VETA Training colleges).¹⁰⁰

3.6 Other Strategies of the Iramba District Council

Gender

The Iramba District Council has a gender strategy. The title of the strategy is Gender Mainstreaming.¹⁰¹

Environmental sustainability and/or sustainable development

The Iramba District Council has a strategy for environmental sustainability. The title of the strategy is District Environmental Strategic Plan, which involves Participatory Planning Approach in Project Planning and Women Involvement in Planning. Development Projects should be implemented according to principles of good governance, poverty reduction for the Community and the cost sharing concept to ensure security and ownership.¹⁰²

Other strategies or policies

Iramba District Council does not have other strategies of its own, but the Project Coordinator Ms. Mkoma gave some examples of the national strategies and policies which the Iramba District Council follows: "Other strategies or Policies that the Iramba District Council follows are, for example, the National Strategy for Economic growth and poverty reduction (NSGPR), National Water Policy of 2002, Agriculture Policy 1997, Education and Training Policy 1995, National Health Policy 2002, HIV/AIDS National Policy 2003–2006, Women and Gender Policy 1992 and National Land Policy."¹⁰³

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100 Mkoma 2010.

101 Mkoma 2010.

102 Mkoma 2010.

103 Mkoma 2010.

Kemi City-Tanga City Co-operation

Summary

The four components of the Kemi-Tanga co-operation project plan for 2010 are in conformity with the Long-Range Strategic Plan 2005/6–2009/10 of the Tanga City Council.

The Long-Range Strategic Plan defines six Programmes through which the Tanga City's development plan will be implemented. The four project components of the Kemi-Tanga co-operation project are in conformity with four of the six Programmes. Each Programme consists of many priorities (results), and the components of the project plan for 2010 address some of them.

The capacity building component of the Kemi-Tanga project plan for 2010 is in accordance with the Management, Finance and Human Resources Development Programme of the Long-Range Strategic Plan 2005/6–2009/10 of the Tanga City Council.

The technical infrastructure / Jamhuri Park and City planning project component is in accordance with the Urban planning, Works and Rescue Services Programme of the Long-Range Strategic Plan.

The port component of the project plan for 2010 is in accordance with the Community Development and Social Welfare Co-Operation Programme of the Long-Range Strategic Plan. The Long-Range Strategic Plan also emphasises that the implementation of the Strategic Plan should maximize on the resources available in the community. One of these resources is defined as making use of the advantage that the City has a harbour.

The tourism component is in accordance with the Community Development and Social Welfare Co-Operation Programme and the Livestock and Natural Resources Programme of the Long-Range Strategic Plan.

1 Introduction

The present study first examines the correspondences between the Long-Range Strategic Plan of the Tanga City Council and the Kemi-Tanga co-operation project plan for 2010. After the analysis the study summarises the responses of the Project Coordinators of the City of Kemi and the Tanga City Council to the study questionnaire in the Chapter "Views of the Project Coordinators".

2 Correspondences between the Long-Range Strategic Plan and the Project Plan for 2010

This Chapter gives a short introduction to the *Long-Range Strategic Plan 2005/6–2009/10* of the Tanga City Council and the components of the Kemi-Tanga co-operation project plan for 2010 (*Ushirikiano wa Kemi na Tanga-UKETA Project*), and discusses the correspondences between the Long-Range Strategic Plan and the project plan.

The *Long-Range Strategic Plan 2005/6–2009/10* of the Tanga City Council consists of:

- introduction and background;
- policy and legal framework;
- national situation analysis;
- Tanga City Council structure and institutional arrangement;
- basic data on Tanga City Council;

- the Tanga City Council Strategy;
- six Programmes through which the Tanga City's development plan will be implemented.

The six Programmes (also called as Departments in the Strategic Plan) through which the Tanga City's development plan will be implemented comprise of clusters of closely interrelated sectors/Departments. The Programmes are presented mostly in tabular form following the Logical Framework Analysis approach. Each Programme consists of many purposes and/or results with objectively verifiable indicators, means of verification and assumptions. For example, the Community Development and Social Welfare Co-operation Programme has in total 15 results, and the Urban planning, Works and Rescue Services Programme has in total 13 results.

The Kemi-Tanga co-operation project plan for 2010 includes three components:

- Capacity Building Component: implemented since 2008;
- Technical Infrastructure / Jamhuri Park and City Planning Component: implemented since 2008;
- Port Component: implementation started in 2010;
- Tourism Component: not in implementation in 2010, but possibly included in future co-operation.

According to the project plan document for 2010, in the capacity building component "the councilors and staff (city council, city board, technical board members and staff) cooperate with respective persons in Tanga which aims to strengthen the capacity of political decision makers in governance and service delivery by exchanging information on the technical bases and mandate of local governments in Finland and Tanzania."¹⁰⁴

According to the project plan document for 2010, technical Infrastructure component "aims to improve services provided by the City Council to its community and improving conditions of available recreational places". The co-operation is "an important tool in beautifying and improving city environment as well as reducing environmental degradation in the area. Moreover the strength of the national policy on the proposed project is to improve environment as one of our national strategy."¹⁰⁵

The aim of the port component is to promote the Tanga City and Tanga Port linkages. Within the port component meetings between the city and the port will be facilitated and new modes of operation will be developed. According to the project plan for 2010, "from quite long time the relationship between city council and port authority has been unsatisfactory thus limiting the business development and economic growth of Tanga city. Therefore planning linkages between city council and port authority is important."¹⁰⁶

The project plan for 2010 discusses the opportunities of the City of Tanga to gain more income from the tourism business, which is growing globally. According to the project plan, Tanga has several natural attractions such as Amboni caves, hot sulphur spring, Tongoni Ruins, Totten Island, Jambe Island, Mwarongo sand Beaches. If these sites were improved, they could have a strong positive effect on developing tourism in Tanga. The tourism component concentrates on developing and improving the hot sulphur springs for the use of tourism. The hot sulphur springs are currently out of use for bathing purposes. The Tanga City Council recognizes the scenic, spiritual, cultural, historical and biological value of the sulphur springs and is committed to their protection and conservation.

Table 1 below presents the correspondences between the six Programmes of the Long-Range Strategic Plan and the components of the Kemi-Tanga project plan for 2010, which can be found from among all the purposes and results of each of the six

104 City of Kemi and Tanga City Council 2009.

105 City of Kemi and Tanga City Council 2009.

106 City of Kemi and Tanga City Council 2009.

Programmes. Table 1 contains all the objectives, results and activities of each of the three project components. The columns on the Long-Range Strategic Plan in Table 1 are adapted from the tabular presentations in the Long-Range Strategic Plan.

Table 1. Correspondences between the Programmes of the Tanga City Council Long-Range Strategic Plan and the Project Plan for 2010

| TANGA CITY COUNCIL: LONG-RANGE STRATEGIC PLAN 2005/6–2009/10 | KEMI-TANGA PROJECT PLAN 2010 |
|---|--|
| Management, Finance and Human Resources Development Programme | Capacity Building Component |
| <p>Purpose: To achieve good governance in Tanga City Council.</p> <p>Result Areas:</p> <ol style="list-style-type: none"> 1. Participation in decision making and implementation of development activities increased; 2. Corruption in Tanga City Council reduced; 3. Accountability of City Council staff increased; 4. Community awareness on right and responsibility increased; 5. Service delivery to people improved; 6. Revenue collection and financial control improved; 7. City employee’s and councilor’s capacity increased; 8. Strengthening of governance institutions at all levels in the city; 9. Coordination monitoring and evaluation of the city programmes; 10. Strengthening global partnership. | <p>Objective: to strengthen the capacity of councilors and staff on the matters related to local governance and service delivery improvement.</p> <p>Expected results: a number of councilors and staff in Kemi and Tanga will have broad knowledge on matters related to local governance of Finland and Tanzania, and they are able to analyze the role and challenges of local government in both countries and understanding the effects of globalization on local governance worldwide.</p> <p>Activities: The project consists of trainings for councilors and staff for exchange of experience and information. The decision on the relevant trainings will be made during the approval of Annual budget.</p> <ul style="list-style-type: none"> • January 2010: Training to 30 councilors and 30 staff of Tanga, in Tanga. The purpose of the training is the sensitization of councilors, staff and community; • March 2010: Tanga delegation (training) in Kemi, 4 persons. The aims of the training are to share information on the city councils and technical works and ways of organizing basic services in Kemi and Tanga and strengthen the relationship between these two cities. To achieve these aims proper planning of both cities will be needed; • August 2010: Kemi delegation in Tanga, 6 persons. The aims are the same than March 2010; • In addition technical infrastructure / Jamhuri park component will continue according to the plan which has been done by mutual agreement. |
| Urban planning, Works and Rescue Services Programme | Technical Infrastructure / Jamhuri Park and City Planning Component |
| <p>Objective: Planning and management of land use and infrastructure development in urban and rural areas of the city improved so as to achieve a sustained economic growth.</p> <p>Purpose: To improve planning, management of land and infrastructure in urban and rural areas for sustained growth.</p> <p>Results:</p> <p>Result 1. A sustained urban and rural development growth: preparation of beach layouts.</p> <p>Result 12. Capacity building on good planning and maintenance practices conducted.</p> | <p>“Improving Tanga City visual sensation towards sustainable environmental management.”</p> <p>Objectives:</p> <ul style="list-style-type: none"> • To have a beautiful and attractive parks and gardens; • To share experience with Kemi on how to involve the whole community in city beautification and environment conservation (on how to manage, develop parks and garden from Kemi city). <p>Expected results:</p> <ul style="list-style-type: none"> • Sustainability of environmental conservation; • Improved recreational areas for City community utility. • Improved knowledge of City officials on how to develop and manage parks and gardens. • Increased number of people who visit parks and garden by 50%. <p>Activities:</p> <ol style="list-style-type: none"> 1. To make land scaping in Jamhuri Park and garden (includes a Jamhuri Park plan); 2. To control soil erosion in Jamhuri park to conserve the area; |

Table 1. Correspondences between the Programmes of the Tanga City Council Long-Range Strategic Plan and the Project Plan for 2010 *Continued*

| | |
|---|---|
| | <p>3. To provide accessibility to the beach, gardens facilities and improving resting places;</p> <p>4. To conduct study visit to Kemi to learn by seeing on how to develop and maintain City parks and gardens.</p> |
| Community Development and Social Welfare Co-Operation Programme | Port Component |
| <p>Objective: Socio-economic status of the community improved through sustainable use of available resources.</p> | <p>Overall objective: To establish the Tanga City Council and Tanga Port on planning linkage so as to create business development and economic growth.</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> 1. To establish planning forum between City Council and port authority; 2. To create enabling business environment. <p>Expected results:</p> <ol style="list-style-type: none"> 1. Planning forum established and functioning by 2011; 2. Business between Tanga City and Tanga Port increased by 2011; 3. The revenue collection from the port to the Tanga City Council increasing by 30% in the year 2011. <p>Activities:</p> <ol style="list-style-type: none"> 1. To conduct study tour for port master and city economist to learn on how to make joint Plan (February 2010); 2. To facilitate joint meeting between city council and Tanga port (November 2010). |
| Community Development and Social Welfare Co-Operation Programme | Tourism Component |
| <p>Objective: Socio-economic status of the community improved through sustainable use of available resources.</p> <p>Results:</p> <p>Result 1. Groups and individuals involved in income generating activities.</p> | <p>Project objective: The overall objective of this project is to promote culture, eco-tourism and history of Amboni area to advance the tourism potential of the city through developing and improving hot sulphur springs.</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> 1. To raise income due to increase of internal and external tourists and therefore reduce poverty of the surrounding community. 2. To increase the level of tourists visiting and thus provide social and economic opportunities for the community surrounding. 3. To get new tourism development experience from Kemi city. <p>Expected results:</p> <ol style="list-style-type: none"> 1. Number of tourists visiting sulphur springs increased from 6,080 to 20,000 by year 2011 2. revenue generated from sulphur springs increased from zero to Tshs 20,000,000 by year 2011 3. The area of hot sulphur springs established and demarcated. 4. International exposure of hot sulphur springs in Tourism increased by year 2011. 5. Council staffs dealing with tourism increase the exposure in tourism field. 6. Employment opportunities and local business increased by 2011. <p>Activities:</p> <ul style="list-style-type: none"> • Design a modern sulphur bath at Majimoto; • Surveying and demarcation of the area; • Construction of staff house; • Sensitization of Community; • To prepare Town Planning Drawing and approval; • Valuation and compensation (staff); |
| Agriculture, Livestock and Natural Resources Programme | |
| <p>Immediate objective: Natural Resources Conserved and Developed for the Improvement of Community Livelihood and Food Security.</p> <p>Purpose: Productivity in agriculture livestock and natural resources improved.</p> <p>Results:</p> <p>Result 4. Historical and natural attractive scenarios developed.</p> <p>OVI's Result 4:</p> <ul style="list-style-type: none"> • Tongoni Ruins • Amboni caves • Sulfur bath • Spring, War • Cemetery and Mwarongo beaches exposed by 90% for tourism development by year 2010 • Fish markets at Kasera and Deep Sea properly rehabilitated/fenced by 2010 <p>Result 10. Revenue from agriculture, livestock & natural resources increased.</p> <p>7. Tourism unit of the council established.</p> | |

Table 1. Correspondences between the Programmes of the Tanga City Council Long-Range Strategic Plan and the Project Plan for 2010 *Continued*

| | |
|---|--|
| | <ul style="list-style-type: none"> • Fencing of sulphur spring; • Advertisement of both sulphur spring and Bath; • Opening and grading of road leading to sulphur spring; • To conduct training in managing cultural and eco-tourism to the community; • To conduct extra learning on managing Tourism development project by conducting trainings to Kemi. |
| Education and Culture Development Programme | - |
| Health and Sanitation Improvement Programme | - |

Sources: City of Kemi and Tanga City Council 2009; Tanga City Council 2005, pp. 59–123.

Table 1 above contains all the objectives, results and activities of each of the four project components, and therefore the table shows that the components are in accordance with the Long-Range Plan, even though the Programmes of the Strategic Plan do not discuss developing parks or the Tanga Port specifically.

Regarding the **port component** it is important to note that the Long-Range Strategic Plan also emphasises that the implementation of the Long-Range Strategic Plan **should maximize on the resources available** in the community. One of these resources is defined as “making use of the advantage that the city has a harbor”.¹⁰⁷ The Long-Range Strategic Plan does not set any specific objectives for the harbour.

The **port component** is aiming at business development and economic growth. **Promoting investment and increasing revenue generation** is set as an aim in the Management, Finance and Human Resources Development Programme’s Economic Development Planning section. It states as one of its purposes “Local economic development master plan developed”, which is verified by “investment (local and foreign) increased by 30% by the year 2010, revenue increased by 50% by the year 2010, employment opportunity increased by 2010”.¹⁰⁸ Although the port component of the project plan for 2010 does not discuss its relation to the said local economic development master plan, the component can be said to aim at contributing to promoting investment and increased revenue generation.

The project plan for 2010 does not provide detailed information on the subjects that are going to be covered in the trainings of the capacity building component in January and March 2010. Therefore the trainings might be in accordance with more Programmes of the Long-Range Strategic Plan than showed in Table 1 above.

3 Views of the Project Coordinators

This section summarises the responses of the Project Coordinators of the City of Kemi and the Tanga City Council to the study questionnaire sent to them in January 2010 (please refer to Appendix 1).

The section “Processes of Creating the Strategic Plans in the North and the South” summarises also the information given in the Long-Range Strategic Plan 2005/6–2009/10 of the Tanga City Council on the preparation of the Strategic Plan.

¹⁰⁷ Tanga City Council 2005, p. 46.

¹⁰⁸ Tanga City Council 2005, p. 121.

3.1 Strategies for International Co-Operation in the North and the South

The City of Kemi has a special document/program of international co-operation. The City Council approved it on 22nd April 1996. Participation in international projects and programs is defined as one of the targets of the City of Kemi.¹⁰⁹

According to the Project Coordinator of the Tanga City Council, international co-operation is mentioned in the Long-Range Strategic Plan 2005/6–2009/10 of the Tanga City Council. In this strategic Plan, the plan is to strengthen global partnership by:¹¹⁰

1. Increasing the number of global development partners from 5 in 2005/6 to 10 by 2010/11
2. Increasing number of joint projects from 3 at 2005/6 to 6 by 2010/11
3. Increasing number of sister cities from 2 at 2005/6 to 6 by 2010/11

3.2 Processes of Creating the Strategic Plans in the North and the South

According to the Project Coordinator of the City of Kemi, Kemi is preparing a new strategy for international co-operation. Kemi's political office-holders and staff members as well as civil society groups and local businesses have been part of the process.¹¹¹

According to the Project Coordinator of the Tanga City Council, in the Tanga City Council the process of creating the Strategic Plan is done by all the stakeholders:¹¹²

- The local authority staffs are the technocrats in the preparation of the Strategic plan.
- The central government agencies play the advisory role and adherence to national policies.
- The political wing maintains the democracy and sustainable development including its distribution.
- Civil society groups deals with civil rights, accountability and democracy.
- Traditional leaders and elders maintain the traditions and culture of the area.
- Service providers such as Electricity and Water focuses on the area of infrastructure development.

According to the *Long-Term Strategic Plan 2005/6–2009/10*, the Strategic Plan builds on the Medium-Term Plan 2002–2004 which was the first attempt into longer term planning. The President's Office - Regional Administration and Local Government/Local Government Reform Programme directed the development of the Medium-Term Development Plan through the Council Reform Exercise. The Medium-Term Plan was based on the needs of men and women of Tanga City, which was made possible by a Second Stakeholder Workshop and participatory planning at the village and mtaa level. Most of the strategic objectives of the Medium-Term Plan were carried forward into the Long-Range Strategic Plan 2005/6–2009/10. The planning process of the Long-Range Strategic Plan 2005/6–2009/10 included a series of workshops bringing together Heads of Departments and Sections, participatory planning methodologies (mainly PRA) in all 23 villages, and the traditional planning methods in *mitaa*. These action plans were incorporated in Ward Plans, which were later incorporated in the Long-Range Strategic Plan 2005/6–2009/10. Also other stakeholders had an opportunity to participate in the planning process.¹¹³

109 Kynsijärvi 2010.

110 Kasambala 2010.

111 Kynsijärvi 2010.

112 Kasambala 2010.

113 Long-Range Strategic Plan 2005/6–2009/10, pp. 1–5.

3.3 Conformity with the Strategic Plan of the Tanga City Council

According to both Project Coordinators in the City of Kemi and the Tanga City Council, the components of the Kemi-Tanga co-operation project in 2010 are in accordance with the Long-Range Strategic Plan of the Tanga City Council.¹¹⁴

3.4 Actors Involved in Defining the Areas and Sectors of Co-Operation

Kemi: “The areas of co-operation were decided with mutual understanding in the planning workshop (31st of December 2007) in Tanga. All areas are in accordance of strategies of both cities.”¹¹⁵

Tanga: “The areas and sectors of the Kemi-Tanga co-operation are clearly marked in the strategic plan. The joint meeting between the North and South decided on the areas of co-operation based on the Strategic Plans.”¹¹⁶

3.5 Meeting the Needs of the Tanga City Council

Kemi: Mostly the sectors of the Kemi-Tanga co-operation project in 2010 do meet the needs of the Tanga City Council.¹¹⁷

Tanga: The areas of co-operation/sectors meet the needs of the Tanga City Council.¹¹⁸

3.6 Other Strategies of the Tanga City Council

Gender

The Tanga City Council has a gender strategy. The title of the Strategy is “Tanga City Council Gender Policy”. The Council has a gender focal person and each department has a departmental gender focal person.¹¹⁹

Environmental sustainability and/or sustainable development

The Tanga City Council has a strategy for environmental sustainability and sustainable development. The title of the strategy is “Tanga City Environmental Profile”.¹²⁰

Other strategies or policies

The Tanga City Council has no other strategies/policies of its own because most of the policies are developed by the central government.¹²¹

References

City of Kemi and Tanga City Council (2009): A Co-operation Plan 2008–2010 Kemi, Finland – Tanga, Tanzania. Up-dated for 2010.

Kasambala, Sabas (2010): Response to the Strategies of the Southern Local Authorities Study Questionnaire for Project Coordinators. 13th January 2010.

Kynsijärvi, Marja (2010): Response to the Strategies of the Southern Local Authorities Study Questionnaire for Project Coordinators. 29th January 2010.

Tanga City Council (2005): *Long-Range Strategic Plan 2005/6–2009/10*.

114 Kasambala 2010; Kynsijärvi 2010.

115 Kynsijärvi 2010.

116 Kasambala 2010.

117 Kynsijärvi 2010.

118 Kasambala 2010.

119 Kasambala 2010.

120 Kasambala 2010.

121 Kasambala 2010.

Kokkola City-Ilala Municipality Co-operation

Summary

The targets and strategies described in the Strategic Plan of the Ilala Municipal Council, the Ilala Local Government Profile, do not set detailed targets or strategic objectives for the year 2010 specifically. Therefore the present study examines the correspondences between the Ilala Local Government Profile and the components the Kokkola-Ilala co-operation project plan for 2010 in a more general level.

The Kokkola-Ilala co-operation project plan for 2010 includes three components: good governance, environmental management and monitoring, and business development.

The Ilala Local Government Profile defines promoting good governance principles as a priority in all Ilala Municipal Council interventions. Community participation is also a recognised approach to achieve community-driven development and sustainable development in the Ilala Municipal Council. The good governance component is in conformity with both of these priorities and approaches.

The Ilala Municipal Council has prioritised and focused funds on waste management and environmental services. The environmental management and monitoring component addresses these two functions of the Ilala Municipal Council.

The business development component is in conformity with the aims of the Ilala Municipal Council to build its capacities in the sector of trade, and to promote economic services and economic empowerment.

1 Introduction

The present study first summarises the contents of the Strategic Plan of the Ilala Municipal Council, the Ilala Local Government Profile. The study then examines the correspondences between the Ilala Local Government Profile and the Kokkola-Ilala co-operation project plan for 2010. After the analysis the study summarises the responses of the Project Coordinators of the City of Kokkola and the Ilala Municipal Council to the study questionnaire in the Chapter “Views of the Project Coordinators”.

2 Ilala Local Government Profile

The **Strategic Plan of the Ilala Municipal Council** which was provided for the present study, the **Ilala Local Government Profile**, has no date. The Ilala Local Government Profile discusses the structure and the functions of the Ilala Municipal Council. The Ilala Municipal Council provides services in the following areas:¹²²

- Primary school education;
- Health services;
- Provision of agricultural and livestock services;
- Maintenance and construction of infrastructure;
- Waste and environment management;
- Economic empowerment by provision of training, soft loans and premises for small-scale traders especially youth and women;
- Peri-urban water supply services.

The Ilala Local Government Profile presents the Council budget framework for fiscal year 2007/8, and a budget performance review on fiscal years 2005/6 and 2006/7.¹²³

122 Ilala Municipal Council (n.d.), p. 2.

123 Ilala Municipal Council (n.d.), pp. 7–9.

The document also presents policies and strategies for the sectors of health, education, agriculture, roads and water, and the targets for years 2006–2009 as well as the achievements made in fiscal year 2006/7 in these five sectors.¹²⁴

The chapter on the development setting describes the situation and problems in the sectors of health services, water supply, housing, and solid waste disposal, but the chapter does not set clear priorities for these sectors.¹²⁵ The chapters on the development setting of primary and secondary education discuss some problems of these two fields, set aims and objectives for secondary education, and discuss activities undertaken to improve the quality of primary education.¹²⁶

The targets and strategies described in the Ilala Local Government Profile do not set clear targets or strategic objectives for the year 2010 specifically. Nevertheless, the Ilala Local Government Profile is the strategy currently in place in the Ilala Municipal Council. Because the Ilala Local Government Profile does not set detailed targets or strategic objectives for 2010, the present study examines the correspondences between the Ilala Local Government Profile and the components the Kokkola-Ilala co-operation project plan for 2010 in a general level in the Chapter “Correspondences between the Ilala Local Government Profile and the Project Plan for 2010” below.

3 Correspondences between the Ilala Local Government Profile and the Project Plan for 2010

This Chapter summarises the objectives, results and activities of the components of the Kokkola-Ilala co-operation project plan for 2010, and discusses the correspondences between the Ilala Local Government Profile and the project components.

The Kokkola-Ilala co-operation project for 2010 consists of three components:¹²⁷

- The good governance component (municipal communication and information, councillors’ co-operation);
- The environmental component which promotes the response to environmental threats;
- The business development component to support new entrepreneurs by promoting consulting services related to setting up a business (free-of-charge consulting services and preliminary training primarily for people contemplating the establishment of a company).

The overall objectives of the Kokkola-Ilala co-operation project are to:¹²⁸

- To promote good governance and local democracy and to bring the information society closer to the people;
- To improve municipal services by developing new approaches and models of operation;
- To support the City of Ilala in the decentralisation process by strengthening its capacity in the areas business development and waste generating activities;
- To promote cultural identity and multiculturalism in Ilala and Kokkola.

Kokkola and Ilala started their co-operation in the North-South Local Government Co-operation Programme with a planning phase in 2008–2009, and the implementation phase of the Ilala–Kokkola co-operation project began in the summer of 2009.¹²⁹

124 Ilala Municipal Council (n.d.), pp. 10–12.

125 Ilala Municipal Council (n.d.), pp. 19–22.

126 Ilala Municipal Council (n.d.), pp. 22–27.

127 City of Kokkola and Municipality of Ilala 2009, p. 4.

128 City of Kokkola and Municipality of Ilala 2009, p. 10.

129 City of Kokkola and Municipality of Ilala 2009, p. 7.

3.1 Good Governance Component

The Kokkola-Ilala project plan for 2010 discusses the background to the good governance component (municipal communication and information, councillors' co-operation). Both Kokkola and Ilala are undergoing changes. Global processes affect common affairs and the growth of both Cities. Ilala Municipal Council was officially established on 1st February 2001. The City is new, and it is also growing fast. Ilala has to face great challenges in the improvement and delivery of basic public services. In the City of Kokkola the economic recession and changes in population have created new challenges to deal with. New strategies and practices need to be found in both Cities.¹³⁰

According to the Kokkola-Ilala co-operation project plan for 2010, the purpose of the good governance component is to find ways to develop the work of both City Councils in co-operation with each other:

The aim is to increase awareness of global trends and international matters. Interaction and mutual learning make it possible to promote good governance. As a new growing city it is important for Ilala that the people know how the administration, delivery of services and information are organized. This is important not only because of equality but also for local democracy.¹³¹

According to the project plan, "The respective departments/divisions of the City of Kokkola – central administration and municipal communication will implement the project. The Administration Department and Communications of the City of Ilala and a coordinator have the responsibility on southern behalf."¹³²

The objectives of the good governance component are:¹³³

- The main objective is to promote and strengthen municipal identity and equality, to improve municipal services by sharing information on the City Council work and ways of organizing basic services as well as establishing possibilities for local citizens to participate to the decision making in local level;
- Secondary objective is to create and strengthen the relationship between the administrative officials and City Councils by establishing mechanisms for regular connections between these main actors of the two Cities.

Expected results of the good governance component include:¹³⁴

- The Ilala councillors will learn Finnish local government system; position and structure, powers and responsibilities, decision-making systems and finance;
- Kokkola councillors will learn Tanzanian local government system and become more aware of international challenges and globalisation;
- Improved communication between the city councillors;
- Ideas and methods useful in developing citizen participation and interaction have been raised up;
- New methods of interaction are available for Ilala (council-wards-subwards interaction) and for Kokkola (council-boards-villages);
- The respective cities' councillors and administration understand the influence between the local identity-building processes and the activity of the local citizens.

130 City of Kokkola and Municipality of Ilala 2009, p. 11.

131 City of Kokkola and Municipality of Ilala 2009, p. 12.

132 City of Kokkola and Municipality of Ilala 2009, p. 12.

133 City of Kokkola and Municipality of Ilala 2009, p. 12.

134 City of Kokkola and Municipality of Ilala 2009, p. 12.

Activities of the good governance component:¹³⁵

- Reciprocal excursions between the two Cities: Three working visits will be made during 2009-2010 (duration 7-9 days per visit). The visits include seminars, discussions and study visits to relevant local objects. From Ilala City the participants are City councillors and administrative officers from Personnel and Administration Department as well as Finance Department. The primary themes are the interaction between the administration and the citizens, citizen participation and municipal information.

Outputs of the good governance component:¹³⁶

- Monitoring progress in achieving good governance;
- Identifying gaps between policy, constitutional and other legal provisions and actual practice;
- Identifying areas of governance regarded as particularly poor or lacking;
- Identifying capacity needs;
- Sharing experiences and best practices.

The good governance component can be seen to aiming at developing many of the functions of the Ilala Municipal Council. Because the Kokkola-Ilala project plan for 2010 does not provide details on which municipal functions are going to be discussed in the component, the present study concentrates only on how the general concepts of good governance and citizen participation are addressed in the Ilala Local Government Profile when comparing the good governance component to the Ilala Local Government profile.

Good governance is a central element in the Mission Statement and the objectives to achieve the Vision of the Ilala Municipal Council. The Vision of the Ilala Municipal Council is “to have a community with improved standard of living and accessing all basic services so as to reduce poverty by the year 2025.”¹³⁷ The Mission Statement of the Ilala Municipal Council is stated as follows:

The Council intends to build its capacity in the sectors of Education, Health, Administration (Good governance), Trade and informal sector together with land use management and Town planning so as to provide basic quality services to its residents in order to enhance their ability to fight poverty and improve standard of living.¹³⁸

The Ilala Local Government Profile defines four objectives that have to be fulfilled by the end of June 2008 in order to achieve the Vision of the Ilala Municipal Council:¹³⁹

- A To improve services and reduce spread of HIV/AIDS infection;
- B To improve and promote sustainable and equitable social, economic and environmental services at all council levels;
- C To create a conducive environment for efficient and effective delivery of supportive service;
- D To promote good governance principles in all Municipal Council interventions.

Of the four objectives listed above, especially objective D defines clearly the role of promoting good governance in the Ilala Municipal Council.

The Ilala Local Government Profile also discusses **the role of community participation in planning and budgeting processes. The Constitution and the Local Gov-**

135 City of Kokkola and Municipality of Ilala 2009, p. 13.

136 City of Kokkola and Municipality of Ilala 2009, p. 14.

137 Ilala Municipal Council (n.d.), p. 5.

138 Ilala Municipal Council (n.d.), p. 5.

139 Ilala Municipal Council (n.d.), p. 5.

ernment Acts No. 7 and 8 compel Local Government Authorities to consult citizens in annual budget and planning processes.¹⁴⁰ Also the **guidelines of the Local Government Reform Programme** instruct Local Government Authorities to hold stakeholder consultations at least in the diagnostics stage and in developing the Strategic Plan. According to the Ilala Local Government Profile:

The Opportunities and Obstacles for Development which looks at the development opportunities existing in the community and the obstacles affecting in the efficiently use of these opportunities is the agreed participatory planning tool of used in LGAs in Tanzania in general and IMC [Ilala Municipal Council] in particular. The essence of this approach is to address community driven development and achieve sustainable development.¹⁴¹

As promoting good governance principles is a priority in all Ilala Municipal Council interventions, and community participation is a recognised approach to achieve community driven development and sustainable development in the Ilala Municipal Council, **the good governance component is in conformity with the Ilala Local Government Profile.**

3.2 Environmental Management and Monitoring Component

The environmental management and monitoring component consists of two sub-components: waste management and the bioindicator project.

The waste management sub-component addresses the challenges the Ilala Municipal Council is facing in solid waste management. The Council has made progress in solid waste management, and the current waste collection system works fairly. The collection rate is 51-57 per cent of all solid waste. The rest of the solid waste is recycled, burnt or illegally dumped.

The level of transportation capacity is too low compared to the quantity of solid waste. Defective techniques and filtration water of landfills also increase environmental impacts.¹⁴²

The objectives of the waste management sub-component include:¹⁴³

- The main objective is to create and develop effective and operative waste management strategy for Ilala Municipal Council and also to develop and strengthen local knowledge of waste management. Creating waste management strategy provides an excellent base for the local waste department to make operative waste management plans as well as to focus targets, which have major environmental aspects;
- Integrated waste management with education, especially environmental education is necessary to arrange functional waste management system. To link waste management, recycling ideas and ecologically sustainable development to everyday life by means of environmental education.

Expected results of the waste management sub-component include:¹⁴⁴

- To specify the waste treatment snapshot;
- To estimate quantity and composition of solid waste;
- To survey critical factors of waste management in order to aim continuation measures reducing environmental risks;
- To estimate harmfulness of waste;

140 Ilala Municipal Council (n.d.), p. 19.

141 Ilala Municipal Council (n.d.), p. 19.

142 City of Kokkola and Municipality of Ilala 2009, pp. 14–15.

143 City of Kokkola and Municipality of Ilala 2009, p. 15.

144 City of Kokkola and Municipality of Ilala 2009, pp. 15–16.

- To develop waste transportation;
- To plan a reload stockyard for solid waste;
- To plan and develop the new landfill site at Pugu Kinyamwezi;
- To develop regional co-operation;
- To develop various counsel systems (economical, legislative and informative) for waste management;
- To produce the waste management plan to the chosen pilot school(s) containing the different waste types produced at the school, collecting system of waste, transportation systems and end-use of waste;
- To develop the reusing and recycling of materials in the school as an integrated part of education;
- To start manufacturing different kinds of recycled products at school, learning to build and use small scale composts at school, and using the end products on garden cultivation and producing food;
- After a successful pilot phase in one (or more) school(s), the plan is to expand the project to cover several schools on the area.

Activities of the waste management sub-component:¹⁴⁵

- Working visits and workshops, which focus on detailed planning of the waste management strategy;
- Information about current waste management system, transportation and land-fill sites is collected and studied which serves as a basis for the strategy;
- Completing the waste management plans for the chosen school(s) together with Ilala municipality environmental and education authorities as well as the school personnel based on the working visit in Ilala November 2009: the amount of waste components, sorting of components, recycling and reusing of recyclable waste components, composting of biowaste, end use of composted waste in garden and food production. Also practical educational materials for the schools are prepared (personnel and pupils).
- Working visit in Kokkola: work shop on environmental education in Kokkola.
- Finalizing the waste management / environmental education plans in chosen Ilala school(s);
- Auditing the practical actions taken in chosen pilot school(s) in Ilala.

The bioindicator project sub-component concentrates on air emissions. The air quality indicators (e.g. sensitive trees, mosses and epiphytic lichens natural to the area) are a cost-effective method to evaluate the impacts of air emissions on environment and nature According to the Kokkola-Ilala project plan for 2010:

The knowledge of air emissions and water emissions as well as knowledge of the air impurities impacts on nature and environment is moderate. Also the environmental monitoring systems of emission impacts are just developing. Calculation of emissions and impact monitoring systems need to be developed, especially in this project concentrating on air emissions. In the future also filtration waters from dump pits and contaminated land areas should be monitored as a part of integrated environmental monitoring.¹⁴⁶

The objective of the bioindicator project sub-component is to create a pilot plan for environmental monitoring system by means of air quality indicators in Ilala City and surroundings.¹⁴⁷

¹⁴⁵ City of Kokkola and Municipality of Ilala 2009, pp. 17–18.

¹⁴⁶ City of Kokkola and Municipality of Ilala 2009, p. 16.

¹⁴⁷ City of Kokkola and Municipality of Ilala 2009, p. 16.

Expected results of the bioindicator project include:¹⁴⁸

- The expert knowledge of Ilala environmental authorities strengthen in environmental monitoring;
- The plan of air quality monitoring by means of bioindicators is in use;
- Local authorities are able to carry through bioindicator studies as a part of continuous and integrated environmental monitoring.

Activities of the bioindicator project:¹⁴⁹

- Continuing in Kokkola Environmental Services the literary research of using bioindicators in air quality monitoring in African countries;
- Preparing the bioindicator sampling plan in Ilala area together with Ilala environmental authorities.

The Ilala Local Government Profile does not set detailed strategic objectives for waste management or environmental monitoring, but waste management and environmental monitoring are discussed in the document:

- In health delivery the Ilala Municipal Council has strengthened preventive health services with focus on environmental health management. In waste management the Council invested more than TSHS 1.2 billion in financial year 2006/7 resulting in improved standard of cleanliness in the municipality;¹⁵⁰
- The Council's budget for financial year 2007/8 focused on increasing quality of life by improving social service delivery, reducing poverty, combating the HIV/AIDS epidemic and environmental protection and sanitation;¹⁵¹
- In waste management the functions of the Council include, among other things, solid waste collection and disposal, to determine the dynamic or changes caused by human/economic impacts on environment for pollution control purpose, and inspection of various sources of pollution including industries, factories, hospitals etc.;¹⁵²
- In the chapter on the development setting, the level of solid waste collection is stated to be inadequate, and the lack of a dumping site is identified as another problem;¹⁵³
- One of the objectives to achieve the Vision of the Ilala Municipal Council is to improve and promote sustainable and equitable environmental services at all Council levels.¹⁵⁴

Based on the above sections of the Ilala Local Government Profile it can be concluded that **the Council has prioritised and focused funds on waste management and environmental services, and the environmental management and monitoring component addresses these two functions of the Ilala Municipal Council.**

3.3 Business Development Component

The Kokkola-Ilala project plan for 2010 discusses the background of the business development component:

Ilala aims towards the promoting of new and better employment opportunities, a better environment for business and investment as well as a more sustainable and diverse economic base. The aim is to further develop the business condi-

148 City of Kokkola and Municipality of Ilala 2009, p. 17.

149 City of Kokkola and Municipality of Ilala 2009, p. 19.

150 Ilala Municipal Council (n.d.), p. 4.

151 Ilala Municipal Council (n.d.), pp. 6, 18.

152 Ilala Municipal Council (n.d.), pp. 15–16.

153 Ilala Municipal Council (n.d.), pp. 21–22.

154 Ilala Municipal Council (n.d.), p. 5.

tions for enterprises and associations throughout the region in order to promote co-operation between the municipalities and businesses, to obtain external funding resources as well as in regional marketing.¹⁵⁵

The overall objectives of the business development component include:¹⁵⁶

- Develop municipality's capacity to promote entrepreneurship;
- Increase employment opportunities;
- Establish international contacts and business linkages between municipalities;
- To increase the awareness of business among local governance and also among people in general.

The Expected long-term results of the business development component consist of:¹⁵⁷

- Both cities have improved their capacity to promote entrepreneurship;
- Employment opportunities have increased;
- International contacts and business links may have been established.

The expected short-term results include:¹⁵⁸

- Well managed organisation/division which has a functioning and sustainable training and mentoring system for the entrepreneurs;
- The secondary alternative is to develop the practical operations models of the officials who work with different companies.

Activities:¹⁵⁹

- To build up an organisation for training, mentoring and helping to set up a business/advice and consultancy for setting up a business: to help in establishing an office, the new enterprise agency, which promotes the consulting services related to setting up a business.

The agency would offer individual guidance free of charge on the following matters, amongst others: developing a business idea, making calculations, matters related to marketing and sales, creating and developing a co-operation network with banks, insurance companies, book-keeping agencies, telecoms and IT companies, law firms, print-shops as well as public service organisations, free consulting services provided by experts, advice regarding special training, acting as an enterprise idea bank, and Pro Start consulting.¹⁶⁰

The component also includes two sub-components, which concentrate especially on promoting and supporting women's entrepreneurship, and small entrepreneurship development in the food industry chains (creating cattle breeding and milk production chains). A development plan for milk production chains provides a model for further development of production chains for example in meat processing.¹⁶¹

The Ilala Local Government Profile does not set detailed strategic objectives for business development, but discusses the role of trade and economic activities in a more general level:

- The Mission Statement of the Ilala Municipal Council defines trade as one of the sectors in which the Council is going to build its capacities;¹⁶²
- One of the objectives to achieve the Vision of the Council includes improving and promoting sustainable and equitable economic services at all Council

155 City of Kokkola and Municipality of Ilala 2009, pp. 19–20.

156 City of Kokkola and Municipality of Ilala 2009, pp. 20.

157 City of Kokkola and Municipality of Ilala 2009, p. 20.

158 City of Kokkola and Municipality of Ilala 2009, p. 20.

159 City of Kokkola and Municipality of Ilala 2009, pp. 20–21.

160 City of Kokkola and Municipality of Ilala 2009, p. 20.

161 City of Kokkola and Municipality of Ilala 2009, pp. 21–23.

162 Ilala Municipal Council (n.d.), p. 5.

levels;¹⁶³

- The strategies for agriculture and livestock include sensitising community on modern farming and livestock and strengthening extension services;¹⁶⁴
- Economic activities are mentioned as playing a significant role in the municipal economy in terms of revenue and job creation for the residents;¹⁶⁵
- Economic empowerment by provision of training, soft loans and premises for small-scale traders especially youth and women is defined as one of the duties of the Council.¹⁶⁶

Based on the above sections of the Ilala Local Government Council, it can be concluded that **the business development component is in conformity with the aims of the Ilala Municipal Council to build its capacities in the sector of trade, and to promote economic services and economic empowerment.**

4 Views of the Project Coordinators

This section summarises the responses of the Project Coordinators of the City of Kokkola and the Ilala Municipal Council to the study questionnaire sent to them in January 2010 (please refer to Appendix 1).

4.1 Strategies for International Co-Operation in the North and the South

According to the Planning Manager and the Project Coordinator of the City of Kokkola, the strategy of the City of Kokkola was approved by the City Council in fall 2009. The strategy includes international issues for example in the section “Visions”; “...functioning in international networks...”. In the strategic perspectives international activities are visible especially in the section of “Viable and learning city region” and in the goals and critical success factors. The City of Kokkola does not have a separate strategy for international co-operation or international activities.¹⁶⁷

According to the Project Coordinator of the Ilala Municipal Council, international co-operation or international activities are not mentioned in the Strategic Plan of the Ilala Municipal Council. The Ilala Municipal Council does not have a separate strategy for international co-operation.¹⁶⁸

4.2 Processes of Creating the Strategic Plans in the North and the South

Kokkola: The City Council approved the City Strategy of Kokkola. The Council participated in the making of the strategy in different phases. Preparing of the strategy was handled by the City Board and the steering group of the City. Different committees in different branches and official directors were heard during the process, and feedback was received from them.¹⁶⁹

Ilala: The Council involves different stakeholders in the process of preparing the Strategic Plan. Through a stakeholder meeting the Council is able to receive a lot of recommendations on how the Council should act and what should be included in Council Strategic platform. Civil society groups are important stakeholders in providing input during the stakeholder meeting. The Central Government is responsible for the issuing of different policies which are used in the Council Strategic Plan.¹⁷⁰

163 Ilala Municipal Council (n.d.), p. 5.

164 Ilala Municipal Council (n.d.), p. 7.

165 Ilala Municipal Council (n.d.), p. 17.

166 Ilala Municipal Council (n.d.), p. 2.

167 Kässi and Haikola 2010.

168 Kilangwa 2010.

169 Kässi and Haikola 2010.

170 Kilangwa 2010.

4.3 Conformity with the Strategic Plan of the Ilala Municipal Council

Kokkola: The co-operation components of the Kokkola-Ilala project plan for 2010 were chosen in accordance with the strategy of Ilala Municipality.¹⁷¹

Ilala: The areas of co-operation are included in the Strategic Plan of the Council.¹⁷²

4.4 Actors Involved in Defining the Areas and Sectors of Co-Operation

Kokkola: In the early discussions on the areas of co-operation of the Kokkola-Ilala co-operation project there were options for different co-operation areas. During the preparation of the co-operation it was noticed that the components that were chosen to be included in the project plan were appropriate for both parties. The parties concluded that exchanging information and experiences on the selected areas of co-operation would build the capacities of both parties. On the other hand, regarding the environmental knowledge, Kokkola already had experience in utilising its knowledge internationally. On behalf of Kokkola, the components were officially approved by the City Board.¹⁷³

Ilala: The technical staff proposed the areas of co-operation to the Council, which is responsible for choosing the areas of co-operation. The Finance and Administrative committee of the Council discussed the approval of the areas of co-operation.¹⁷⁴

4.5 Meeting the Needs of the Ilala Municipal Council

Kokkola: In the negotiations the components of the Kokkola-Ilala project plan for 2009–2010 were stated to be according to the Ilala development strategy.

Ilala: The areas of co-operation seem to meet needs of the Ilala Municipal Council.

4.6 Other Strategies of the Ilala Municipal Council

Gender

The Ilala Municipal Council has a gender strategy. The title of the strategy is “SERA YA JINSIA KWA HALMASHAURI YA MANISPAA YA ILALA”.¹⁷⁵

Environmental sustainability and/or sustainable development

The Ilala Municipal Council does not have a strategy for environmental sustainability or sustainable development.

Other strategies or policies

The Ilala Municipal Council does not have other strategies or policies of its own.

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City of Kokkola and Municipality of Ilala (2009): Kokkola-Ilala Co-Operation Project 2009-2010. 28th October 2009.

Ilala Municipal Council (n.d.): Ilala: Local Government Profile.

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Kässi, Seppo and Haikola, Johanna (2010): Response to the Strategies of the Southern Local Authorities Study Questionnaire for Project Coordinators. 29th January 2010.

171 Kässi and Haikola 2010.

172 Kilangwa 2010.

173 Kässi and Haikola 2010.

174 Kilangwa 2010.

175 Kilangwa 2010.

Tampere City-Mwanza City Co-operation

Summary

The Strategic Plan 2007–2010 of the Mwanza City Council defines seven Key Result Areas for the realisation of the Vision and Mission Statement of the Mwanza City Council. Each Key Result Area contains functional areas with many strategic objectives, strategies, activities and objectively verifiable indicators.

The Tampere-Mwanza co-operation project plan for 2010 includes five components:

1. Fire brigade co-operation;
2. Teacher's training and school co-operation;
3. ICT training/developing information society in Mwanza;
4. Councillors' co-operation and local democracy;
5. Waste management and environmental conservation.

All of the project components are in conformity with the Strategic Plan 2007–2010 of the Mwanza City Council. The components address some of the many functional areas of the Key Result Areas they are in conformity with. As the contents of the Key Result Areas are quite detailed, none of the components address all the strategic objectives, strategies and activities of the functional areas they are in conformity with.

The fire brigade co-operation component is in conformity with the Key Result Area of improving quality of life and social well being of the people of Mwanza City.

The teacher's training and school co-operation component is in accordance with the Key Result Areas of promoting economic growth and reducing income poverty; improving quality of life and social well being of the people of Mwanza City; and promoting adequate social protection rights and participation of vulnerable disadvantaged groups.

The Strategic Plan 2007–2010 of the Mwanza City Council does not define ICT training and developing information society as a functional area or a strategic objective as such. However, some of the strategies and activities defined in the Key Result Areas of promoting economic growth and reducing income poverty; improving quality of life and social well being of the people of Mwanza City; and promoting good governance, rule of law and accountability clearly indicate that computerization and training of staff on ICT are priorities in achieving many of the strategic objectives defined in the Strategic Plan. The aims and activities of the ICT training/developing information society in Mwanza project component are in conformity with these priorities.

The councillors' co-operation and local democracy component is in accordance with the Key Result Area of promoting good governance, rule of law and accountability.

The waste management and environmental conservation component is in conformity with the Key Result Areas of improving quality of life and social well being of the people of Mwanza City, and promoting environmental conservation.

1 Introduction

The present study first summarises the contents of the *Strategic Plan 2007–2010* of the Mwanza City Council. The study then examines the correspondences between the Strategic Plan of the Mwanza City Council and the Tampere-Mwanza co-operation project plan for 2010. After the analysis the study summarises the responses of the Project Coordinators of the Mwanza City Council and the City of Tampere to the study questionnaire in the Chapter "Views of the Project Coordinators".

2 Strategic Plan 2007–2010 of the Mwanza City Council

The Strategic Plan 2007–2010 of the Mwanza City Council consists of:

- Introduction and background;
- Overview of the current situation: Defining some of the key parameters; The Council's efforts in addressing the challenges; Critical issues likely to affect the achievements of the Council's objectives;
- The Vision and Mission Statement of the Mwanza City Council;
- The Key Result Areas.

The Vision of the Mwanza City Council is consistent with the national Tanzania Development Vision 2025. According to the Strategic Plan, Mwanza City in 2025 should be imbued with four main attributes:¹⁷⁶

- High quality livelihood;
- A well educated and learning society;
- A competitive economy capable of producing sustainable growth and shared benefits; and
- Good governance.

The Strategic Plan discusses the Vision of the Mwanza City Council:

The development of Mwanza City should be people centred, with the main objective of engendering wealth and sharing it equitably within society. To achieve this objective, the City has to ensure that there is good governance and the rule of law to create equal opportunities for all residents to achieve their maximum potential. In the year 2025, Mwanza City residents should be highly educated and or skilled people that cherish human development through hard work, professionalism and entrepreneurship. The City should have a vibrant economy that is self- sustaining and competitive within Tanzania in particular but also within the East African Community.¹⁷⁷

The Strategic Plan defines two options for **the Mission Statement of the Mwanza City Council**:¹⁷⁸

Option 1: "Mwanza City Council through the community, other stakeholders and proper utilization of available resources intends to provide quality social economic services that address the needs of all social groups";

Option 2: "Mwanza City Council intends to empower and build the capacity of the community to allow for efficient and effective utilization of resources in the provision of quality services that will improve the social economic well being of all the people of Mwanza City".

In order to operationalise the Vision and Mission Statement, the Mwanza City Council has adopted seven Key Result Areas (KRAs) that defined in the Strategic Plan. According to the Strategic Plan, "These KRAs are strategic areas where the central government, the people of Mwanza and other stakeholders require or have a right to expect results from the Council." The KRAs provide the overall goals of the Strategic Plan. **The KRAs include the following:**¹⁷⁹

- KRA 1: Promote economic growth and reduce income poverty;
- KRA 2: Improve quality of life and social well being of the people of the City of Mwanza;

176 Mwanza City Council 2007, p. 7.

177 Mwanza City Council 2007, p. 7.

178 Mwanza City Council 2007, p. 8.

179 Mwanza City Council 2007, pp. 8–9.

- KRA 3: Empower and build capacity of the community to decide and plan for their own development;
- KRA 4: Promote adequate social protection rights and participation of vulnerable and disadvantaged groups;
- KRA 5: Promote sustainable and broad based environmental management system consonant with the growth of Mwanza City (promote environmental conservation);
- KRA 6: Strengthen the institutional and resources utilization capacity for efficient and effective services delivery;
- KRA 7: Promote good governance, rule of law and accountability.

The Key Result areas are crosscutting since they affect each of the functional areas in which the Council provides services.¹⁸⁰ The functional areas or departments of the Council include:¹⁸¹

- Planning, Statistics and Coordination;
- Mass Communication (Public Relations);
- Internal Audit;
- Legal and Security;
- Works, Water and Fire Brigade;
- Urban Planning, Environment and Tourism;
- Agriculture, Livestock, Natural Resource and Cooperatives;
- Community Development and Cooperatives;
- Education and culture;
- Health and Sanitation (also defined as Health and Cleanliness);
- Finance and Trade;
- Administration & Human Resources.

In the Strategic Plan the Key Result Areas and the functional areas that are to be addressed under the Key Result Areas are presented in tabular form. The Strategic Plan does not define that all of the functional areas are to be addressed in each of the Key Result Areas. The tabular presentation on Key Result Areas, which follows to some extent the logical framework matrix format, consists of the following elements:

- Functional Area – Strategic Objective – Strategy – Activities – Objectively Verifiable Indicators.

Each of the functional areas has one or more strategic objectives, which in turn have one or more strategies to achieve them, and numerous activities to be implemented. For example the Key Result Area 1: “Promote Economic Growth and Reduce Income Poverty” has in total six functional areas, 17 strategic objectives, 46 strategies and numerous activities.

In the next chapter the components of the Tampere-Mwanza project plan for 2010 will be compared to the functional areas, strategic objectives, strategies and activities of the seven Key Result Areas of the Strategic Plan.

3 Correspondences between the Strategic Plan and the Project Plan for 2010

This Chapter discusses the correspondences between the priorities set in the Strategic Plan 2007–2010 of the Mwanza City Council and the components of the Tampere-Mwanza co-operation project plan for 2010.

¹⁸⁰ Mwanza City Council 2007, p. 9.

¹⁸¹ Mwanza City Council 2007, p. 9.

3.1 Overview on the Correspondences

The Tampere-Mwanza co-operation project plan for 2010 includes five components:

1. Fire brigade co-operation;
2. Teacher's training and school co-operation;
3. ICT training/developing information society in Mwanza;
4. Councillors' co-operation and local democracy;
5. Waste management and environmental conservation.

The overall objectives of the cooperation are capacity building of municipal administrations, enhancing democracy, improving environmental management and increasing mutual understanding through cultural exchange (which is a crosscutting issue).¹⁸²

All co-operation components aim at one of the three objectives of the cooperation:¹⁸³

- Components 1, 2, 3: capacity building of municipal administrations;
- Component 4: enhancing democracy;
- Component 5: improving environmental management.

As will be discussed in the Sections on the five components of the Tampere-Mwanza co-operation project plan for 2010 below, all of the components are in conformity with the *Strategic Plan 2007–2010* of the Mwanza City Council. The functional areas and their strategic objectives, strategies and activities grouped under the seven Key Result Areas are numerous, and the components address some of them. Because of the Strategic Plan is quite detailed, none of the components address all the strategic objectives, strategies and activities of the functional areas they are in conformity with.

The correspondences between the Key Strategic Areas and the project components are summarised in Table 1 below. As will be discussed in the Section on the ICT training/developing information society in Mwanza component, the component has potential to be in conformity with more of the Key Result Areas than is showed in Table 1 below.

Table 1. Overview on the Correspondences between the Strategic Plan 2007–2010 of the Mwanza City Council and the Components of the Project Plan for 2010

| STRATEGIC PLAN | PROJECT COMPONENT |
|--|--|
| Promote Economic Growth and Reduce Income Poverty | Teacher's Training and School Co-Operation; ICT Training/Developing Information Society in Mwanza |
| Improve Quality of Life and Social Well Being of the People of the Mwanza City | Fire Brigade Co-Operation; Teacher's Training and School Co-Operation; Waste Management and Environmental Conservation |
| Empower and Build Capacity of the Community to Decide and Plan for Their Own Development | ICT Training/Developing Information Society in Mwanza |
| To Promote Adequate Social Protection Rights and Participation of Vulnerable Disadvantaged Groups | Teacher's Training and School Co-Operation |
| Promote Environmental Conservation | Waste Management and Environmental Conservation |
| Strengthen the Institutional and Resources Utilization Capacity for Efficient and Effective Service Delivery | ICT Training/Developing Information Society in Mwanza |
| Promoting Good Governance, Rule of Law and Accountability | Councillors' Co-Operation and Local Democracy |

182 City of Tampere and Mwanza City Council 2009, p. 10.

183 City of Tampere and Mwanza City Council 2009, p. 12.

3.2 Fire Brigade Co-Operation Component

The co-operation between the Fire Brigades of Tampere and Mwanza took started in 2006 when Tampere donated a fire engine to the Mwanza Fire Brigade, and the Fire Brigade of Tampere gave training to the Mwanza Fire Brigade on the use of the new equipment and to observe the future training needs. Trainings and planning of the future co-operation continued in 2007, and the fire brigade co-operation component was included in the co-operation term 2008–2010.¹⁸⁴

In 2008–2010 the component has concentrated on fire prevention and operational capacity building. The operational capacity building has consisted of a six-stage training programme, in which the fire authorities will receive basic training in fire extinguishment and rescue services. The impacts of the six-stage training and fire prevention activities will be assessed in 2010.¹⁸⁵

Table 2 below discusses the correspondences between the Key Result Areas of the Strategic Plan 2007–2010 of the Mwanza City Council and the fire brigade co-operation component of the Tampere-Mwanza co-operation project plan for 2010. The Table shows the correspondences which can be found from among all the numerous functional areas, strategic objectives, strategies and activities of the seven Key Result Areas. The columns on the Strategic Plan are adapted from the tabular presentation in the Strategic Plan.

Table 2. Correspondences between the Strategic Plan of the Mwanza City Council and the Fire Brigade Component of the Project Plan for 2010

| MWANZA CITY COUNCIL: STRATEGIC PLAN 2007-2010 | | TAMPERE-MWANZA PROJECT PLAN 2010 |
|---|--|--|
| Key Result Area 2: Improve Quality of Life and Social Well Being of the People of the City of Mwanza | | Fire Brigade Co-Operation Component |
| Functional Area and Strategic Objective | Strategies and Activities | Aims in 2010 and Expected Results in 2008-2010 |
| Works, Water and Fire: Reduce fire break out incidents from 147 to 50 by year 2010 | <p>Inspection of fire prevention equipments.</p> <ul style="list-style-type: none"> Identify and inspect fire prevention equipment. <p>Educate communities on fire prevention.</p> <ul style="list-style-type: none"> Prepare leaflets to educate community on fire prevention; Provide education on fire prevention technique; Sustain communication access to fire services. <p>Strengthen fire unit.</p> <ul style="list-style-type: none"> Recruit 81 fire personnel; Purchase fire equipments and tools; Repair and maintain identified defective hydrants; Train 4 programs on fire prevention and equipment handling. | <p>Aim 1: Fire prevention</p> <ul style="list-style-type: none"> A system emphasizing accident prevention in the operations of the fire brigade will be created; Methodical fire safety checks and safety consultation for the general public will be started in Mwanza in cooperation with the Tampere Fire Brigade. <p>Aim 2: Operational capacity building</p> <ul style="list-style-type: none"> The six-stage training, started in 2008, will be completed. The topics for 2010 are hazardous materials and First Aid. The training is for the whole Mwanza fire brigade and the trainers are experienced Fire chiefs from Tampere fire brigade. <p>Aim 3: Impact analysis of the six-stage training programme</p> <ul style="list-style-type: none"> The impacts of the six-stage training and fire prevention activities will be assessed by Mr.Veijo Kajan from Tampere Fire Brigade together with the Chief of Tampere Fire Brigade and in consultation with Mwanza Fire Brigade; The results will be written in a form of a report, which will be translated into Swahili; |
| Works ,Water and Fire: Undertake quality and safety assurance of all buildings and houses to 100% by 2010 | <p>Strengthening building unit.</p> <ul style="list-style-type: none"> Inspect existing public buildings and maintenance of 5 buildings and sanitation systems. | |

184 City of Tampere and Mwanza City Council 2009, pp. 12–13.

185 City of Tampere and Mwanza City Council 2009, pp. 13–15.

| | |
|--|---|
| | <ul style="list-style-type: none"> • The results found will be presented in stakeholder meetings in Tampere and Mwanza as well as in the joint Project Steering Team meeting in Mwanza; • The impact analysis will be used as a background document while planning the next project term. <p>Expected results:</p> <ul style="list-style-type: none"> • Creating a methodical operational culture in fire prevention; • Encouraging safety education aimed at the general public; • Involving children and young people in preventive safety education; • Establishing a unified operational model for the trainees and familiarising them with the basics of extinguishment; • Increasing the fire personnel's professional skills; • Launching professional workplace training and daily exercises; • Impact analysis report. |
|--|---|

Sources: City of Tampere and Mwanza City Council 2009, pp. 14–15; Mwanza City Council 2007, pp. 32–34.

Table 2 above contains all the aims and the expected results of the fire brigade co-operation component in 2010. The Table shows that **the fire brigade co-operation component is in conformity with the Strategic Plan 2007–2010 of the Mwanza City Council.**

3.3 Teacher's Training and School Co-Operation Component

According to the Tampere-Mwanza project plan for 2010, the cooperation between some of the schools in Mwanza and in Tampere began already in the pilot phase of the project. Currently there are five project schools in both cities and four kindergartens in Tampere participate as well.¹⁸⁶ Some of the schools involved in the co-operation in Tampere provide also special education or are designed especially for special education.

The activities of the teacher's training and school co-operation component in the project term 2008–2010 concentrate largely on the same issues each year, and therefore the aims and activities in 2010 in continue or build on the activities implemented in 2008 and 2009.

Table 3 discusses the correspondences between the Key Result Areas of the Strategic Plan 2007–2010 of the Mwanza City Council and the teacher's training and school co-operation component of the Tampere-Mwanza co-operation project plan for 2010. The Table shows the correspondences which can be found from among all the numerous functional areas, strategic objectives, strategies and activities of the seven Key Result Areas. The columns on the Strategic Plan are adapted from the tabular presentation in the Strategic Plan.

¹⁸⁶ City of Tampere and Mwanza City Council 2009, p. 15.

Table 3. Correspondences between the Strategic Plan of the Mwanza City Council and the Teacher's Training and the School Co-Operation Component of the Project Plan for 2010

| MWANZA CITY COUNCIL: STRATEGIC PLAN 2007-2010 | | TAMPERE-MWANZA PROJECT PLAN 2010 |
|--|--|--|
| Key Result Area 1: Promote Economic Growth and Reduce Income Poverty | | Teacher's Training and School Co-Operation Component |
| Functional Area and Strategic Objective | Strategies and Activities | Aims in 2010 and Expected Results in 2008-2010 |
| Education and Culture: Reduce level of unemployment from 50% to 30% by 2010. | Promote Primary Education, Secondary Education and Adult Education. <ul style="list-style-type: none"> Conduct meetings seminars, workshop Media to CBOs, NGOs and Community. Capacity build to primary, secondary and adult education. <ul style="list-style-type: none"> Sensitization through meeting, media and public meeting. | Aim 1: Improved quality of teaching <ul style="list-style-type: none"> Teachers exchange visits (one session in Tampere and one in Mwanza). Exchange visit delegations consist of two teachers and one officer from both cities. <ul style="list-style-type: none"> The purpose of the visits is to observe everyday life of the partner school, to learn from each other's teaching methods and to exchange experiences in teaching different pupil groups; Topics: Child/pupil centred teaching methods; Using various materials in teaching; Developing the learning environment; Exchanging ideas and teaching techniques between teachers of project schools in Mwanza and Tampere; Sharing experiences with teachers in all project schools. |
| Key Result Area 2: Improve Quality of Life and Social Well Being of the People of the City of Mwanza | | |
| Functional Area and Strategic Objective | Strategies and Activities | |
| Education and Culture: Reduce level of illiteracy from 50% to 15% by 2010. | Collaborate with NGOs & school committee to promoting pre-primary education. <ul style="list-style-type: none"> Introduce 92 pre-primary educates classes. Reduce the dropout rate in primary school. <ul style="list-style-type: none"> Identification and registration of school aged. | Aim 2: Improved communication between the teachers <ul style="list-style-type: none"> Using e-mail for communication: capacity building of teachers to adapt to new technologies once those are available in their schools; Mwanza teachers are encouraged for more regular e-mail contact with their Tampere colleagues by providing them a possibility to visit Internet Café's on project expense; Tampere teachers will be encouraged to explore other channels for improved communication (such as text messages through Internet based server) since many of the Mwanza counterparts are more comfortable using mobile phones than email. |
| Key Performance Area 4: To Promote Adequate Social Protection Rights and Participation of Vulnerable Disadvantaged Groups | | |
| Functional Area and Strategic Objective | Strategies and Activities | |
| Education and Culture: Promote equal education rights, good environment for disabled and unprivileged children from 5%-20% by 2010. | Establishment of conclusive teaching and learning environment. <ul style="list-style-type: none"> Promote & mobilize the rights of vulnerable disadvantage groups in schools; Establishment of guide lines in future planning; Promote arts, games, and sports in primary schools for boys, girls, disabled and disadvantage groups; Modification of present environment for disabled pupils; Encourage equal representatives of pupils in leadership in all primary schools; Establishment of special school for blind & deaf pupils. | Aim 3: Developing global thinking <ul style="list-style-type: none"> The pupils will make group works on jointly decided topics (recycling, climate etc), which the teachers will utilize in teaching. The aim is to better utilize the partnership in everyday teaching and to learn new teaching methods (group work); The teacher agents (responsible for the co-operation in project schools) collect stories from their pupils to be published in a book towards the end of the project term. The book will be translated in Finnish and in Swahili and copies will be printed for all project schools in 2011. The book will be used in teaching and will remain as a memory of the cooperation. |

| | |
|--|--|
| | <p>Aim 4: Evaluation of the cooperation</p> <ul style="list-style-type: none"> • Conduct an evaluation study on the school co-operation so far in order to assess its impact and to see how to continue in the next project term. <p>Expected results:</p> <ul style="list-style-type: none"> • New methods for teaching; • Improved learning environment; • Increased commitment of the teachers; • Improved co-operation network; • New partner schools. |
|--|--|

Sources: City of Tampere and Mwanza City Council 2009, pp. 15–18; Mwanza City Council 2007, pp. 21, 37, 65–66.

Table 3 above contains all the aims and expected results of the teacher’s training and school co-operation component of the Tampere-Mwanza project plan for 2010. The teacher’s training and school co-operation component does not directly address the activities of the Key Result Areas 1 and 2 discussed in Table 3 above, but the component is in line with the strategic objectives and strategies of the said two Key Result Areas discussed in the Table. Table 3 shows that **the teacher’s training and school co-operation component is in conformity with the Strategic Plan 2007–2010 of the Mwanza City Council.**

3.4 ICT training/Developing Information Society in Mwanza Component

The ICT training/developing information society in Mwanza project component includes three aims in 2010:

- Aim 1: Increase ICT literacy among Mwanza City personnel;
- Aim 2: Web-site for the Mwanza City;
- Aim 3: Getting the ICT local government pilot in Mwanza.

The expected results in 2008–2010 include:

- 90 ICT-trained Mwanza City Council personnel;
- Website for Mwanza City Council launched;
- Mwanza chosen as a pilot for the national ICT programme.

The Tampere-Mwanza co-operation project plan for 2010 discusses the background to the component on ICT training/developing information society in Mwanza:

The computer training helps the city council staff in their daily activities and has speeded up the service provision and improved communication. Due to the new skills, the use of typewriting when writing letters and reports has declined. The increasing number of computer literacy in the City Council has made it necessary for the city to purchase computers to departments and sections thus improving services. Also the sensitization for the use of the Internet and city website has improved communication.¹⁸⁷

The component has been in implementation since 2008. In 2008-2010 the aim of the component has been to increase ICT literacy among Mwanza City personnel by providing one training course in a year on ICT. The training course is organised also in 2010. The training includes basic programs of Microsoft word, Microsoft Excel, Microsoft Access, PowerPoint, Publisher and Internet.¹⁸⁸

¹⁸⁷ City of Tampere and Mwanza City Council 2009, p. 19.

¹⁸⁸ City of Tampere and Mwanza City Council 2009, pp. 19–20.

In 2009 an agreement signed between the Governments of Finland and Tanzania on ICT development led to including two more aims into the component in 2010: creating a web-site for the Mwanza City and getting the ICT local government pilot to Mwanza. The project plan for 2010 discusses the background to the two new aims of the component:

In 2009 the Ministry of Telecommunications in Tanzania made an agreement with the Foreign Ministry of Finland for cooperation on making an ICT strategy for the country. As part of this cooperation the partners will choose one local government as a pilot area. Tampere-Mwanza project is lobbying the partners to choose Mwanza as a pilot. As part of the measures to be taken, the project coordinators will, together with the relevant stakeholders from both cities, make a project plan for the development of Mwanza ICT sector. As a first concrete pilot the project will help the newly chosen Mwanza ICT-coordinator in building up an official web-city [web-site] for the city.¹⁸⁹

The Strategic Plan 2007–2010 of the Mwanza City Council does not define ICT training and developing information society as a functional area or a strategic objective as such, but some of the strategies and activities defined in the Key Result Areas clearly indicate the importance of computerization and training of staff on ICT. Table 4 below shows some examples of strategies and activities which clearly mention ICT training or ICT procurements.

Table 4. Examples of strategies and activities involving developing ICT in the Strategic Plan 2007–2010 of the Mwanza City Council

| Key Result Area 1: Promote Economic Growth and Reduce Income Poverty | | | |
|---|--|---|---|
| Functional Area | Strategic Objective | Strategy | Activities |
| Urban, Planning, Environment and Tourism | Increased property tax revenue collection from 60% to 80% by year 2010 | Establish data base to rateable properties | Computer data entry by GIS |
| Agricultural, Livestock, Natural Resources and Cooperative. | Increase Agricultural productivity and profitability from 69% to 84% by 2010 | Capacity building to livestock Extension staffs | Train staffs on Computer |
| Community Development and Social Welfare | Improve budgetary income and expenditure control from 85% to 100% by 2010 | Strengthen computerized accounting system; Purchase 1 computer. | Train 45 staffs on budgetary control and epicor accounting system |
| Key Result Area 3: To Empower and Building the Capacity of the Community to Plan and Decide for their Development | | | |
| Functional Area | Strategic Objective | Strategy | Activities |
| Community Development and Social Welfare | Strengthen HIV/AIDs coordination unit by attaining supportive resources by 2010 | Facilitation of functional HIV/AIDs coordination unit | Purchase one TV/Video, computer set, and digital camera and land cruiser hardtop |
| Key Result Area 6: Strengthen the Institutional and Resources Utilization Capacity for Efficient and Effective Service Delivery | | | |
| Functional Area | Strategic Objective | Strategy | Activities |
| Planning, Statistics and coordination | Improve efficiency and effectiveness development Projects from 75% to 100% by 2010 | Strengthen employee's capacity in provision of quality service and effective utilize city resources | Purchase 2 Lap tops for LGRP and planning unit |
| Finance and Trade | Improve efficiency and effectiveness quality service to the clients by year 2010 | Modernize internal management system in delivering services | Purchase 2 computers for database, 1 vehicle and 4 motorcycles; Improve service delivery information system |

189 City of Tampere and Mwanza City Council 2009, p. 19.

| | | |
|---|---|------------------------------|
| Improve codification of assets from 70% to 90% | Promote assets grouping | Purchase 1 desktop computer |
| Strengthen skills for employees to 95% by 2010. | Establish and implement a training policy for all permanent staff | Purchase 3 desktop computers |

Source: Mwanza City Council 2007, pp. 14, 20, 18, 21, 56, 81, 84–86.

In addition to the examples showed in Table 4 above, ICT training and developing ICT society in Mwanza can support many other functional areas, strategic objectives, strategies and activities of the Strategic Plan. Even though ICT training and developing ICT society is not defined as a functional area or a strategic objective as such in the Strategic Plan, **the Strategic Plan clearly indicates that computerization and training of staff on ICT are priorities in achieving many of the strategic objectives defined in the Strategic Plan. The aims and activities of the ICT training/developing information society in Mwanza project component are in conformity with these priorities.**

3.5 Councillors’ Co-Operation and Local Democracy Component

The Tampere-Mwanza co-operation project plan for 2010 discusses the background to the councillors’ co-operation and local democracy component. According to the project plan, involving the political decision makers in the co-operation is crucial when one of the overall objectives of the cooperation is enhancing democracy. The planning of the component began in autumn 2005 with a planning seminar for Tampere City Councillors and a similar seminar for Mwanza City Councillors in 2006. As a result of these meetings a councillors’ work group was formed in 2006 and its members officially named in 2007.¹⁹⁰

The co-operation modes and contents were further planned in meetings and seminars in 2007 and 2008. The aims and activities of the component in 2010 build on the aims designed and implemented especially from the beginning of the current project term 2008–2010. The aims in 2008 and 2009 have included strengthening the relationship between the City Councils, building the capacities of the City Councillors, establishing mechanisms for regular connections between the Councillors of the two Cities (communication by e-mail), and developing clarified roles and responsibilities of Mtaa executive officers, ward officers and neighbourhood chairmen.¹⁹¹

Table 5 below discusses the correspondences between the Key Result Areas of the Strategic Plan 2007–2010 of the Mwanza City Council and the councillors’ co-operation and local democracy component of the Tampere-Mwanza project plan for 2010. The Table shows the correspondences which can be found from among all the numerous functional areas, strategic objectives, strategies and activities of the seven Key Result Areas. The Key Result Area of Promoting Good Governance, Rule of Law and Accountability does not include any functional areas, and therefore they are not displayed in Table 5 below. The columns on the Strategic Plan are adapted from the tabular presentation in the Strategic Plan.

¹⁹⁰ City of Tampere and Mwanza City Council 2009, p. 21.

¹⁹¹ City of Tampere and Mwanza City Council 2009, pp. 21–25.

Table 5. Correspondences between the Strategic Plan of the Mwanza City Council and the Councillors' Co-Operation and Local Democracy Component of the Project Plan for 2010

| MWANZA CITY COUNCIL: STRATEGIC PLAN 2007-2010 | | TAMPERE-MWANZA PROJECT PLAN 2010 |
|---|---|---|
| Key Result Area 7: Promoting Good Governance, Rule of Law and Accountability | | Councillors' Co-Operation and Local Democracy Component |
| Strategic Objective | Strategies and Activities | Aims in 2010 and Expected Results in 2008-2010 |
| Improve Democracy and transparency from 30% - 70% by 2010 | <p>Improve Council meeting. Improve suggestion box at all council level. Improve access to do information and budget allocation. Enforce Community participation. Enforce Rule and Law.</p> <ul style="list-style-type: none"> To conduct statutory meeting monthly, quarterly for all standing committees and all Department; To Disseminating meeting time table publically; To responses on the issue rose from the community; To participate on the meeting to inform the community their right based on Rule and Law. <p>Provide public education on anti-corruption law, human rights and civic education.</p> <ul style="list-style-type: none"> Conduct a 3 days (in 3 groups) workshop for 240 participants, political leaders, religious leader's government Officers and influential persons; Produce anti-corruption war promotional materials and distribute to the grass route levels. <p>Formation of anti-corruption voluntary community based groups at Ward and village and service delivery (Local watchdogs).</p> <ul style="list-style-type: none"> Identify volunteers 130; Provide training to 130 volunteers (6 from each ward). <p>Creation of village and council By-Laws for war against corruption.</p> <ul style="list-style-type: none"> Conduct village assembly meetings to identify corruption events; Conduct village councils to discuss the proposed By-Laws. <p>Improve efficiency and productivity at council level ward level and Mtaa level.</p> <ul style="list-style-type: none"> Ensure more competition of filling of vacant post; Ensure more openness on Tender awards, employment, plots allocation and financial reports; Put more emphasis departmental meetings, and sectional monthly/ quarterly performance reports; Conduct on job training for 8 personal secretaries and 15 office attendants on record keeping, public serving and problem solving. | <p>Aim 1: City councillors' capacity building</p> <ul style="list-style-type: none"> The councillor workgroups will come together for a joint seminar organized in Tampere. The overall topic of the seminar is "Fair election procedures and challenges to it". The idea is to support the Mwanza councillors while preparing for the elections and to share experiences on different issues concerning the financing of elections, campaigning etc. Election observation in Mwanza. Tampere councillors will observe the elections in Mwanza on October. The observation will be planned in cooperation with the Tampere University Centre for Peace Research (guidance for the councillors). <p>Aim 2: Clarified roles and responsibilities of Mtaa executive officers, ward officers and neighbourhood chairmen</p> <ul style="list-style-type: none"> Clarifying the roles and responsibilities of ward and neighbourhood level personnel by training seminars in wards and with a leaflet. The topics of the training are: <ul style="list-style-type: none"> Decision making from ward level to the full council level; Citizen participation approach in identifying needs; Opportunities and obstacles towards development; Roles of political parties in community development projects; The essence of transparency and accountability in all stages of elections and good governance; Fundamental roles and duties of the city Mayor, the councillors, the city director and ward executive officers; Listening skills: three levels of listening and how to develop them; Giving and receiving feedback; Learning and acknowledging and different human temperaments. The results of the training will be evaluated by a Tampere University researcher as his/her Master's thesis. <p>Expected results:</p> <ul style="list-style-type: none"> Improved communication between the city councillors; More efficient service delivery at ward level in Mwanza. |

Sources: City of Tampere and Mwanza City Council 2009, pp. 21-24; Mwanza City Council 2007, pp. 93-95.

Table 5 above contains all the aims and expected results of the councillors' co-operation and local democracy component of the Tampere-Mwanza project plan for 2010. Table 5 shows that **the councillors' co-operation and local democracy component is in accordance with the Strategic Plan 2007–2010 of the Mwanza City Council.**

3.6 Waste Management and Environmental Conservation Component

The waste management and environmental conservation component has been in implementation since 2008. Waste management has been part of the Tampere-Mwanza co-operation also before 2008.¹⁹²

Waste management is a major issue in Mwanza as the City is growing rapidly with a growth rate of 11 per cent. The Mwanza City Council had lacked coordination of the waste management activities at the city administration level. This is addressed in the consultation between the Mwanza City Health Officer and the Tampere Waste Management (Pirkanmaan Jätehuolto Oy) in the Tampere-Mwanza co-operation during 2008–2010. According to the Tampere-Mwanza co-operation project plan for 2010 the challenge of waste management has been set as a priority by the Mwanza City Council:

The challenge has been noted in the city strategy as one of the key issues but according to the City Health Officer a lot still remains to be done before the strategy is actually implemented as stated in the documents. There are naturally many investments needs that cannot be supplied within the Tampere-Mwanza project but there is still a lot that can be done in terms of civil education and improving the management.¹⁹³

The aims and activities of the waste management and environmental conservation component in 2010 continue many of the activities implemented since 2008. The aims of the component in 2008 and 2009 have included civil education on separation of waste, composting and on the importance of keeping the nearby environment clean, building the management capacity on waste management, and environmental conservation (brochure on natural woodland conservation, documenting woodland management processes and failed biogas plants, forest land survey and mapping in two forests, and a research for an impact analysis on all environmental conservation activities under Tampere-Mwanza co-operation).

Table 6 below discusses the correspondences between the Key Result Areas of the Strategic Plan 2007–2010 of the Mwanza City Council and the waste management and environmental conservation component of the Tampere-Mwanza project plan for 2010. The Table shows the correspondences which can be found from among all the numerous functional areas, strategic objectives, strategies and activities of the seven Key Result Areas. The columns on the Strategic Plan are adapted from the tabular presentation in the Strategic Plan.

192 City of Tampere and Mwanza City Council 2009, p. 26.

193 City of Tampere and Mwanza City Council 2009, p. 25.

Table 6. Correspondences between the Strategic Plan of the Mwanza City Council and the Waste Management and Environmental Conservation Component of the Project Plan for 2010

| MWANZA CITY COUNCIL: STRATEGIC PLAN 2007-2010 | | TAMPERE-MWANZA PROJECT PLAN 2010 |
|--|---|---|
| Key Result Area 2: Improve Quality of Life and Social Well Being of the People of the City of Mwanza | | Waste Management and Environmental Conservation Component |
| <p>Functional Area and Strategic Objective Health and Cleanliness: Incidences of 10 top common diseases cases reduced from 75% to 90% by 2010.</p> <p>Health and Cleanliness: Repair worn out skip buckets & fix 5000 litterbins in urban and highly populated centers.</p> | <p>Strategies and Activities Collaborate with NGO/CBO/Community and private to Promote sanitation and environmental health.</p> <ul style="list-style-type: none"> • Manage 19 contracts with private companies on solid waste collection and disposal. • Provision of health education in schools. • Conduct seminars, workshops to teachers. | <p>Aims in 2010 and Expected Results in 2008-2010 Aim 1: Civil education on separation of waste, composting and on importance of keeping the nearby environment clean</p> <ul style="list-style-type: none"> • Continuing supporting the composting activities in the five project schools implemented in 2008-2009: <ul style="list-style-type: none"> – Improvements to and maintenance of the school composts started within the co-operation; – To support and evaluate the work of the environmental clubs in project schools; – To teach school children on separation of waste and taking care of the compost; – Teach pupils how to plant trees by using compost material; – To help ward health officers organize a meeting in the ward to inform people on separation of all kinds of household waste, the use of compost, and importance of paying the waste collection fees, and to encourage people to start their own home composts; – To teach the TAMK (Tampere University of Applied Sciences) trainees and the City of Tampere how to do participatory planning and how to motivate people to take responsibility on their own environment. • New secondary schools in each of the five wards will be included into the project. The TAMK trainees will together with a teacher and experienced pupils from the primary schools start a similar programme in the secondary schools; • The ward health officers will be trained on composting and ecosanitation in a 3-day seminar to be organized together with the City health officer Mr. Kamenya, TAMK lecturer Mrs. Eeva-Liisa Viskari and the trainees. As a result of the training the ward health officers will be able to supervise and encourage the composting activities taking place in their own wards; • One of the TAMK trainees will conduct a fact-finding study on sustainable sanitation in Mwanza. The results of the study will be utilized when planning the next project term. <p>Expected results:</p> <ul style="list-style-type: none"> • Well-functioning composts in five project schools where the inhabitants living in the neighbourhood bring their biowaste (food remains, garden waste); • Teachers and pupils in the project |
| Key Result Area 5: Promote Environmental Conservation | | |
| <p>Functional Area and Strategic Objective Health and Cleanliness: Reduce environmental pollution from 60% to 30%.</p> | <p>Strategies and Activities Collaborate with CBOs in controlling environmental pollution.</p> <ul style="list-style-type: none"> • Inspecting solid and liquid waste disposal in neighbourhood. <p>Council collaborate with other stakeholders to improve solid waste management.</p> <ul style="list-style-type: none"> • Conduct 1 mobilisation meeting annually with Ward Environmental Committees on environmental practices. | |

Table 6. Correspondences between the Strategic Plan of the Mwanza City Council and the Waste Management and Environmental Conservation Component of the Project Plan for 2010 *Continued*

| | | |
|--|--|---|
| | | <p>schools are well informed on the maintenance and taking care of the compost;</p> <ul style="list-style-type: none"> • Ward inhabitants in Igoma, Pasiansi, Illemela, Buhongwa and Kirumba are well informed on separation of waste, composting and waste collection fees; • Ideas and recommendations for the city of Tampere on how to use participatory planning in improving the environmental responsibility; • Impact evaluation on environmental activities in Mwanza supported by the project. |
| Key Result Area 2: Improve Quality of Life and Social Well Being of the People of the City of Mwanza | | Waste Management and Environmental Conservation Component |
| Functional Area and Strategic Objective Health and Cleanliness: Incidences of 10 top common diseases cases reduced from 75% to 90% by 2010. | Strategies and Activities Collaborate with NGO/CBO/Community and private to Promote sanitation and environmental health. <ul style="list-style-type: none"> • Manage 19 contracts with private companies on solid waste collection and disposal. | Aims in 2010 and Expected Results in 2008-2010 Aim 2: Building the management capacity <ul style="list-style-type: none"> • In order to improve the waste management capacity (both technical and material) the CEO of Pirkanmaan jätehuolto (company responsible of solid waste in Tampere) Mr. Rantala and the health officer Mr. Kapizo (responsible of solid waste in Mwanza) work together. In 2008 and 2009 Mr. Kapizo and Mr. Rantala chose the areas where consultation is needed. The consultation continues throughout years 2009-2010. One of the expected results is a project proposal (made by Mr. Kapizo and assisted by Mr. Rantala) for an external body funding waste management investments; • The Norwegian city cooperating on the same field will also be contacted to see what could be done in co-operation. |
| Health and Cleanliness: Repair worn out skip buckets & fix 5000 litter-bins in urban and highly populated centers. | Improve sanitation and environmental health. <ul style="list-style-type: none"> • Purchase one vacuum truck & skip loader. | |
| Health and Cleanliness: Increase in solid disposal from 75% to 90%. | Promote an activity which favours solid and liquid waste management. <ul style="list-style-type: none"> • Purchase one vehicle for solid waste management supervision purposes. | |
| Key Result Area 5: Promote Environmental Conservation | | |
| Functional Area and Strategic Objective Health and Cleanliness: Reduce environmental pollution from 60% to 30% | Strategies and Activities Collaborate with CBOs in controlling environmental pollution. <ul style="list-style-type: none"> • Inspecting solid and liquid waste disposal in neighbourhood. Use legislation to enforce community compliance with environmental regulations. <ul style="list-style-type: none"> • Inspect industrial and business areas 421 times to ensure environmental compliance. Council collaborate with other stakeholders to improve solid waste management. <ul style="list-style-type: none"> • Conduct 1 mobilisation meeting annually with Ward Environmental Committees on environmental practices. Reduce Industrial pollution emissions in the city. <ul style="list-style-type: none"> • Construct a modern sanitary landfill at Buhongwa and locate a new dumping place at Illemela district; • Conduct 45 industrial training on Cleaner production techniques; • Purchase 5 environmental pollution detectors for noise, dust, radiation, heat and cold. | Expected results: <ul style="list-style-type: none"> • Project proposal for an external body (to be determined) to get investment funding for the waste management in Mwanza City Council; • Development plan for Mwanza solid waste management. |

Sources: City of Tampere and Mwanza City Council 2009, pp. 25-29; Mwanza City Council 2007, pp. 38, 74-75.

Table 6 above contains all the aims and expected results of the waste management and environmental conservation component of the Tampere-Mwanza project plan for 2010. The Aim 1 of the project component, “civil education on separation of waste composting and on importance of keeping the nearby environment clean”, is not directly in line with the activities of the Key Result Areas 2 and 5 discussed in Table 6 above, but the aim is in line with the strategic objectives and strategies of the said two Key Result Areas. The Tampere-Mwanza project plan does not provide details on which waste management areas were chosen to be included in the consultation between Pirkanmaan Jätehuolto Oy and the City of Mwanza. Therefore in Table 6 the second aim of the project component, “building the management capacity”, was compared to all the strategic objectives, strategies and activities of the Strategic Plan that clearly involved solid waste management. Table 6 shows that **the waste management and environmental conservation component is in conformity with the Strategic Plan 2007–2010 of the Mwanza City Council.**

4 Views of the Project Coordinators

This section summarises the responses of the Project Coordinators of the City of Tampere and the Mwanza City Council to the study questionnaire sent to them in January 2010 (please refer to Appendix 1).

The section “Processes of Creating the Strategic Plans in the North and the South” summarises also the information given in the Strategic Plan 2007–2010 of the Mwanza City Council on the preparation of the Strategic Plan.

4.1 Strategies for International Co-Operation in the North and the South

According to the Project Coordinator of the City of Tampere, in the Tampere City Strategy international cooperation is seen as one of the key strategic goals for vitality and competitiveness. The City of Tampere does not have a separate strategy for international activities or international co-operation.¹⁹⁴

According to the Project Coordinator of the Mwanza City Council, international activities or international co-operation is not mentioned in the Strategic Plan of the Mwanza City Council, but the planning of any activity, local or international, has to observe the Strategic Plan. The Mwanza City Council does not have a separate strategy for international activities or international co-operation.¹⁹⁵

4.2 Processes of Creating the Strategic Plans in the North and the South

Tampere: “The strategy making process included the political decision makers, staff members, stakeholder groups and inhabitants. Between the City Council seminars, the strategy draft was prepared by the City Board’s planning section as well as by Tampere Group’s executive management team and the strategy working group appointed by the Mayor. The opinions of citizens and personnel were mapped out by two Internet-based questionnaires.”¹⁹⁶

Mwanza: In preparing the Strategic Plan, the city economist department collects ideas from the wards and streets, and compiles them according to the department. The heads of department meetings discuss the suggestions. The drafted Strategic Plan is then discussed in the different committees chaired by councillors, and after that it is presented to the full council for discussion and approval. The civil society contributes to the preparation of the Strategic Plan through the ward development committees.¹⁹⁷

194 Juuma 2010.

195 Sixbert 2010.

196 Juuma 2010.

197 Sixbert 2010.

According to the Strategic Plan 2007–2010 of the Mwanza City Council, the Strategic Plan is a product of a participatory approach to strategic planning that has been guided by the Local Government Restructuring Manual of the Local Government Reform Programme. The Strategic Plan represents a synthesis of the discussion that has been held between the Council management and the stakeholders on what the future of the Council should be.¹⁹⁸

4.3 Conformity with the Strategic Plan of the Mwanza City Council

Tampere: The areas of co-operation of the Tampere-Mwanza project plan for 2010 are in accordance with the Strategic Plan of the Mwanza City Council since the Strategic Plan has been a starting point for project planning and is annually consulted to make sure that activities are in line with it.¹⁹⁹

Mwanza: Every activity that is implemented by the Mwanza–Tampere co-operation project can be found in the Strategic Plan of the City.²⁰⁰

4.4 Actors Involved in Defining the Areas and Sectors of Co-Operation

Tampere: “The project plans have been drafted in joint project steering team meetings using participatory methods (OPERA) in order to ensure equal possibilities to contribute.”

Mwanza: The project stakeholders, heads of department and City management are the ones who plan the activities to be implemented. The stakeholders here are the people who are involved in the project implementation and from whom you can easily get feedback on the project.

4.5 Meeting the Needs of the Mwanza City Council

According to the Project Coordinator of the City of Tampere, the needs of the Mwanza City are extensive, whereas the Tampere-Mwanza co-operation project funding is relatively low, but with the available resources the needs are met as far as they can be.

According to the Project Coordinator of the Mwanza City Council the areas of co-operation of the Tampere-Mwanza project meet the needs of the Mwanza City Council.

4.6 Other Strategies of the Mwanza City Council

Gender

The Strategic Plan 2007–2010 of the Mwanza City Council includes an activity of ‘women empowerment’. The Mwanza City Council does not have a separate strategy for gender.²⁰¹

Environmental sustainability and/or sustainable development

The Strategic Plan 2007–2010 of the Mwanza City Council discusses environmental sustainability. The Mwanza City Council does not have a separate strategy for environmental sustainability.²⁰²

198 Mwanza City Council 2007, p. 1.

199 Juuma 2010.

200 Sixbert 2010.

201 Sixbert 2010.

202 Sixbert 2010.

Other strategies or policies

The Strategic Plan 2007–2010 of the Mwanza City Council discusses good governance (increasing transparency and accountability). The Mwanza City Council does not have other strategies or policies of its own.²⁰³

References

City of Tampere and Mwanza City Council (2009): Tampere-Mwanza Project 2008-2010. Updated for 2010. 28th October 2009.

Juuma, Riikka (2010): Response to the Strategies of the Southern Local Authorities Study Questionnaire for Project Coordinators. 4th March 2010.

Mwanza City Council (2007): *Strategic Plan 2007–2010*. September 2007.

Sixbert, Reuben (2010): Response to the Strategies of the Southern Local Authorities Study Questionnaire for Project Coordinators. 18th February 2010.

²⁰³ Sixbert 2010.

Hämeenlinna Region Municipal Education and Training Consortium-Omaruru Municipality Co-operation

1 Introduction

The co-operation partners are the Hämeenlinna Region Municipal Education and Training Consortium, which administrates the Tavastia Vocational College and Omaruru Municipality. Hämeenlinna Region Municipal Education and Training Consortium is a joint municipal authority. There are six owner municipalities in the training consortium: Akaa, Hattula, Hämeenlinna, Janakkala, Pälkäne and Urjala Municipalities.²⁰⁴

At the time of the preparation of the present study, the Municipality of Omaruru was in the process of preparing new a Strategic Plan, and did not have a Strategic Plan in place.²⁰⁵ Therefore the present study was not able to examine the correspondences between the Strategic Plan of the Municipality of Omaruru and the Hämeenlinna Region Municipal Education and Training Consortium-Omaruru Municipality project plan for 2010. The present study concentrates only on summarising the responses of the Project Coordinators to the study questionnaire.

The implementation phase of the Hämeenlinna Region Municipal Education and Training Consortium and Omaruru Municipality Co-operation Project started in the beginning of 2010. The co-operation project consists of three components:²⁰⁶

- Water and waste water: Existing water and waste water lines are surveyed and digital maps are drawn of them. The map can be updated by southern local authorities in the future;
- IT & Geographical Information System (GIS): Planning and creating a Geographical Information System (GIS) for the municipality of Omaruru. Maintenance and further development of the GIS is typically an on-going process in municipalities. The GIS will be developed up to the point where the Omaruru municipality can maintain and further develop it independently. The component also includes software and equipment investments;
- Education: Training for IT procurement for the southern partner. Project participants will visit and learn from other municipalities in Namibia about water management and geographical information systems. The follow-up project meeting in Finland will focus on vocational education and training and its provision in more detail, as well as training on the use of software and equipment, waste management, rubbish dumps and municipal administration for the officials of Omaruru Municipality.

204 Hämeenlinna Region Municipal Education and Training Consortium and Municipality of Omaruru 2009, p. 4.

205 Iita 2010.

206 Hämeenlinna Region Municipal Education and Training Consortium and Municipality of Omaruru 2009, p. 3.

2 Views of the Project Coordinators

This section summarises the responses of the Project Coordinators of the Hämeenlinna Region Municipal Education and Training Consortium henceforth referred to as joint municipal authority (Tavastia Vocational College) and the Municipality of Omaruru to the study questionnaire sent to them in January 2010 (please refer to Appendix 1).

2.1 Strategies for International Co-Operation in the North and the South

According to the Project Coordinator of the joint municipal authority (Tavastia Vocational College), international activities are mentioned in the Strategic Plan of the Tavastia Vocational College. The Strategic Plan includes also an International and Multiculturalism Strategy. One of the outcomes of the Strategic Plan includes development of the co-operation between different study fields of the Tavastia Vocational College, and expanding the international and domestic networks between educational institutions, enterprises and the public sector.²⁰⁷

The Municipality of Omaruru is currently in the process of developing a new Strategic Plan. All international co-operation activities will be mentioned in the new Strategic Plan once it is finalised. In addition, the Municipality of Omaruru is in the process of setting up a committee, which will be specifically tasked with international affairs.²⁰⁸

2.2 Processes of Creating the Strategic Plans in the North and the South

According to the Project Coordinator of the joint municipal authority (Tavastia Vocational College), the International and Multiculturalism Strategy of the Tavastia Vocational College was created by the international affairs coordinator together with the representatives from different fields of education in Tavastia Vocational College, and approved by the management group of the Hämeenlinna Region Municipal Education and Training Consortium.²⁰⁹

According to the Project Coordinator of the Tavastia Vocational College, the management group has been established specifically for realisation and developing of functions. The management group includes the Director of Hämeenlinna Region Municipal Education and Training Consortium, the Director of Finance and Administration, the Principal, the Directors of Education and Training, the Director of Adult Education and Training plus one Head of Department and one other staff member. The Management Group Chairman is the Director of Hämeenlinna Region Municipal Education and Training Consortium, and the Vice-chairman is his substitute. The Director of Hämeenlinna Region Municipal Education and Training Consortium names the secretary of the management group. The Director also summons whichever staff member he considers appropriate for the meeting. The management group meets once a week.²¹⁰

The Councillors of the owner municipalities of Hämeenlinna Region Municipal Education and Training Consortium have an important role in choosing representatives to the Council of Hämeenlinna Region Municipal Education and Training Consortium. The process of choosing the representatives is the following:²¹¹

- Municipalities in Finland have public elections for their councils every 4 years. The last elections were held in 2008 and the current council will remain in office until 2012. The voting rate in the 2008 elections was ca. 60%. Everyone over

207 Henriksson 2010.

208 Iita 2010.

209 Henriksson 2010.

210 Henriksson 2010.

211 Henriksson 2010.

- 18 years of age can vote.
- The Councillors of the owner municipalities of Hämeenlinna Region Municipal Education and Training Consortium choose representatives for the Council of Hämeenlinna Region Municipal Education and Training Consortium.
 - The Council of Hämeenlinna Region Municipal Education and Training Consortium has 22 seats and it includes the National Coalition Party (9 seats), the Finnish Social Democratic Party (6 seats), the Centre Party (4 seats), the Greens (2 seats) and Christian Democrats (1 seat). 14 councillors are men and 8 are women. There should be always 40% of each gender in the council.
 - The Council meets twice each year. The meeting is open to the public. Before the meeting, there is a private one-hour meeting of the Council members. The elected representatives receive a reimbursement and cost fees of each meeting.
 - The Council chooses the Director of Education and Training Consortium from among those persons who have applied for the position via public application system.

The Municipality of Omaruru is in the process of developing a new Strategic Plan. The process has included a call for tenders for Consultants to assist in the creation of the Strategic Plan. The external Consultant (still to be selected at the time of the preparation of the present study) will prepare a situational analysis, which will look at factors such as financing and resourcing for economic development, service delivery, good governance, accounting, and knowledge management.²¹²

2.3 Conformity with the Strategic Plan of the Municipality of Omaruru

According to both Project Coordinators of the joint municipal authority (Tavastia Vocational College) and the Municipality of Omaruru, the co-operation sectors of the Hämeenlinna Region Municipal Education and Training Consortium and Omaruru Municipality Co-operation Project will be important parts of the new Strategic Plan of the Municipality of Omaruru, which is currently being developed.²¹³

2.4 Actors Involved in Defining the Areas and Sectors of Co-Operation

Joint municipal authority (Tavastia Vocational College): “The planning of the project is made together with Northern and Southern Partners during the meetings in Omaruru and Hämeenlinna.”²¹⁴

Municipality of Omaruru: Both partners planned together the Hämeenlinna Region Municipal Education and Training Consortium and Omaruru Municipality Co-operation Project.²¹⁵

2.5 Meeting the Needs of the Municipality of Omaruru

Joint municipal authority (Tavastia Vocational College): Managing drinking water and waste water information is always important. The Municipality of Omaruru is using IT in the Municipality, but with the co-operation project there is now a possibility to take the next step on using IT for data management and to learn and start to use the Geographical Information System (GIS). Both partners have chosen together different kinds of education fields that will be relevant for the Municipality of Omaruru.²¹⁶

Municipality of Omaruru: The co-operation areas meet the needs of the Municipality of Omaruru.

212 Iita 2010.

213 Henriksson 2010; Iita 2010.

214 Henriksson 2010.

215 Iita 2010.

216 Henriksson 2010.

2.6 Other Strategies of the Municipality of Omaruru

Gender

The Municipality of Omaruru has a policy aimed at redressing previous imbalances, such as empowering women. The Municipality of Omaruru also follows the National Gender Strategy Document, which is used in all sectors of Government in Namibia.²¹⁷

Environmental sustainability and/or sustainable development

The Municipality of Omaruru has various environmental guidelines and policies, such as the Environmental Management Act 7 of 1997. The Municipality of Omaruru also has an administrative leg responsible for Environmental Management in the Municipality.²¹⁸

Other strategies or policies

The Municipality of Omaruru has various other policies, such as the Local Economic Development, Outdoor Advertising, Transport Management, Housing, and Finance.²¹⁹

References

Henriksson, Pasi (2010): Response to the Strategies of the Southern Local Authorities Study Questionnaire for Project Coordinators. 29th January 2010.

Hämeenlinna Region Municipal Education and Training Consortium and Municipality of Omaruru (2009): Hämeenlinna Region Municipal Education and Training Consortium and Omaruru Municipality Co-operation Project. Implementation of the co-operation. 26th October 2009.

Iita, Werner (2010): Response to the Strategies of the Southern Local Authorities Study Questionnaire for Project Coordinators. 21st January 2010.

217 Iita 2010.

218 Iita 2010.

219 Iita 2010.

Lempäälä Municipality-Ondangwa Municipality Co-operation

Summary

The Strategic Plan 2010–2015 of the Ondangwa Town Council defines four strategic themes that drive the mission and vision statements of the Ondangwa Town Council. Each strategic theme contains between six to twelve strategic objectives and numerous programs/initiatives, which define how the Ondangwa Town Council will implement its strategy.

The co-operation between the Lempäälä Municipality and the Ondangwa Town Council is part of larger co-operation linkage, which includes also the Kangasala Municipality and the Keetmanshoop Town Council. The Lempäälä-Ondangwa-Kangasala-Keetmanshoop project plan for 2010 includes four components:

- Democracy;
- Local economic development;
- Water services;
- Waste management and environmental health.

The Strategic Plan 2010–2015 of the Ondangwa Town Council was prepared in 2010. Therefore the Strategic Plan was not in place at the time of the planning of the Lempäälä-Ondangwa-Kangasala-Keetmanshoop project plan for 2010. Despite of this, all the project components are in conformity with the Strategic Plan 2010–2015 of the Ondangwa Town Council.

The democracy component is in conformity with the strategic themes of good governance, operational excellence, partnership with stakeholders, and socio-economic development.

The local economic development component is in conformity with the strategic themes of operational excellence, partnership with stakeholders, and socio-economic development.

The water services component is in conformity with the strategic themes of operational excellence and socio-economic development.

The waste management and environmental health component is in conformity with the strategic themes of operational excellence, partnership with stakeholders, and socio-economic development.

1 Introduction

The co-operation between the Lempäälä Municipality and the Ondangwa Town Council is part of larger co-operation linkage, which includes also the Kangasala Municipality and the Keetmanshoop Town Council. The name of the co-operation project is Partnership for Local Democracy, Development & Social Innovation (PLDDSI).

The present study first gives a short introduction to the *Strategic Plan 2010–2015* of the Ondangwa Town Council. The study then examines the correspondences between the Strategic Plan and the Lempäälä-Ondangwa-Kangasala-Keetmanshoop co-operation project plan for 2010. The responses of the Project Coordinators of the Lempäälä Municipality and the Ondangwa Town Council to the study questionnaire were not available for the study.

2 Strategic Plan 2010–2015 of the Ondangwa Town Council

The *Strategic Plan 2010–2015* of the Ondangwa Town Council consists of:

- introduction and background: purpose of the Strategic Plan, major achieve-

- ments, and linkage to high level initiatives of Government;
- high level statements of the Ondangwa Town Council: mandate, mission statement, vision, and core values;
- strategic issues of the Ondangwa Town Council;
- strategic themes and objectives of the Ondangwa Town Council;
- strategic map of the Ondangwa Town Council;
- the corporate scorecard of the Ondangwa Town Council;
- strategic budget of the Ondangwa Town Council;
- organisational intervention.

The mission and vision statements of the Ondangwa Town Council consist of:

- Mission statement: “To govern and administer local affairs of the inhabitants of Ondangwa town through planning, coordination, and partnership in the delivery of urban services towards socio-economic development and improved quality of life.”²²⁰
- Vision statement: “To become an engine of sustainable development”.²²¹

The **strategic themes** are the key focus areas that drive the mission and vision statements of the Ondangwa Town Council.²²² Each strategic theme has between four to 15 strategic issues, which are the key challenges faced by the Ondangwa Town Council from the external and internal environments. For example, some of the strategic issues under the strategic theme of good governance include centralised state power, inappropriate organisational structure, ambiguity of decision making processes, and lack of codified information and knowledge.

The **strategic objectives** are objectives which define how the Ondangwa Town Council will implement its strategy. The strategic objectives are grouped under the four strategic themes. **The four strategic themes (key focus areas) include:**²²³

- Good governance: Adoption of a system of checks and balances and involvement of all stakeholders in the governance process: 6 strategic objectives;
- Operational excellence: Putting in place a system that ensures efficiency and effectiveness in the delivery of services: 12 strategic objectives;
- Partnership with stakeholders: Establishment of a working relationship with all stakeholders and ensure their involvement in the planning, implementation and evaluation of projects and programmes: 8 strategic objectives;
- Socio-economic development: Focusing on social and economic development of the inhabitants of our town: 6 strategic objectives.

Each strategic objective belongs to one of the **four perspectives** used in the strategic planning:²²⁴

- Financial Perspective (abbreviation F): 2 strategic objectives;
- Learning and Growth Perspective (abbreviation L): 11 strategic objectives;
- Internal Processes Perspective (abbreviation IP): 10 strategic objectives;
- Customer Perspective (abbreviation C): 7 strategic objectives.

The Ondangwa Town Council adopted the **balanced scorecard** as a framework for translating its strategy into operational objectives that drive both the performance and behaviour of its staff members.²²⁵ The balanced scorecard presents measurements, tar-

220 Ondangwa Town Council 2010, p. 8.

221 Ondangwa Town Council 2010, p. 8.

222 Ondangwa Town Council 2010, p. 11.

223 Ondangwa Town Council 2010, pp. 9–10.

224 Ondangwa Town Council 2010, pp. 11–12.

225 Ondangwa Town Council 2010, p. 5.

gets, initiatives/programs, accountable units, and budget/resources for each strategic objective in a tabular form.²²⁶

In the next chapter the Lempäälä-Ondangwa-Kangasala-Keetmanshoop co-operation project plan for 2010 will be compared to the strategic themes, strategic objectives and initiatives/programs of the Strategic Plan.

3 Correspondences between the Strategic Plan and the Project Plan for 2010

This Chapter discusses the correspondences between the strategic themes, strategic objectives and initiatives/programs of the *Strategic Plan 2010–2015* of the Ondangwa Town Council and the components of the Lempäälä-Ondangwa-Kangasala-Keetmanshoop co-operation project plan for 2010.

3.1 Overview on the Correspondences

The co-operation between the Lempäälä Municipality and the Ondangwa Town Council is part of larger co-operation linkage, which includes also the Kangasala Municipality and the Keetmanshoop Town Council. The name of the co-operation project is Partnership for Local Democracy, Development & Social Innovation (PLDDSI).

The Lempäälä-Ondangwa-Kangasala-Keetmanshoop co-operation project plan for 2010 includes four components:

- Democracy;
- Local economic development;
- Water services;
- Waste management and environmental health.

These four components have been included in the co-operation since the beginning of the implementation phase, which started in May 2007.

The Lempäälä-Ondangwa-Kangasala-Keetmanshoop co-operation project plan for 2010 discusses that joint implementation by the four partners and team work ensures optimal usage of expertise and promotion of south-south co-operation. The Kangasala-Keetmanshoop partnership is financially separated from the Lempäälä-Ondangwa partnership.²²⁷ Most of the activities of the project plan are implemented both in Ondangwa and Keetmanshoop, but some of the activities are implemented only in one of them. **The present study discusses only the activities which are implemented in Ondangwa.**

The overall objectives of the The Lempäälä-Ondangwa-Kangasala-Keetmanshoop co-operation project plan for 2010 include:²²⁸

- To promote local participatory democracy, gender equality and good governance in Ondangwa and Keetmanshoop;
- To promote dialogue on the “ways and forms of democracy” between actors in Namibia and Finland
 - The dialogue within PLDDSI has concluded that “Tolerance, equal opportunities and respect for all” should be the ultimate goal which leads in to a situation where “Democracy has real impacts on the real life of citizens and communities”;
- To promote local economic development, job creation and diversification of the economic activities in Ondangwa and Keetmanshoop areas;

226 Ondangwa Town Council 2010, pp. 14–18.

227 Lempäälä Municipality et al. 2009, p. 11.

228 Lempäälä Municipality et al. 2009, pp. 8–9.

- 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 learn of doing more international cooperation and knowing about the foreign local government systems;
- To contribute to the tolerance for cross-cultural interaction in the local government and in the communities in general;
- To promote interaction, e.g. business contacts between the local authority areas;
- To promote capacity building through south-south and north-north cooperation.

The Strategic Plan 2010–2015 of the Ondangwa Town Council was prepared in 2010, and therefore it was not available during the planning of the Lempäälä-Ondangwa-Kangasala-Keetmanshoop co-operation project plan for 2010. Despite of this, as will be discussed below in the Sections on the four components of the Lempäälä-Ondangwa-Kangasala-Keetmanshoop co-operation project plan for 2010, all the components are in conformity with the Strategic Plan 2010.

The correspondences between the strategic themes and the project components are summarised in Table 1 below. The strategic objectives and initiatives/programs of the strategic themes are numerous, and the project components address some of them.

Table 1. Overview on the Correspondences between the Strategic Plan 2010–2015 of the Ondangwa Town Council and the Components of the Project Plan for 2010

| STRATEGIC PLAN | PROJECT COMPONENT |
|---|--|
| Good Governance: Adoption of a system of checks and balances and involvement of all stakeholders in the governance process | Democracy |
| Operational Excellence: Putting in place a system that ensures efficiency and effectiveness in the delivery of services | Democracy; Local Economic Development; Water Services; Waste Management and Environmental Health |
| Partnership with Stakeholders: Establishment of a working relationship with all stakeholders and ensure their involvement in the planning, implementation and evaluation of projects and programmes | Democracy; Local Economic Development; Waste Management and Environmental Health |
| Socio-economic Development: Focusing on social and economic development of the inhabitants of our town | Democracy; Local Economic Development; Water Services; Waste Management and Environmental Health |

3.2 Democracy Component

The overall goals and results of the democracy component of the Lempäälä-Ondangwa-Kangasala-Keetmanshoop co-operation project plan for 2010 include:²²⁹

- Tolerance, equal opportunities and respect for all as a prerequisite for democracy is adopted in the societies of all participating Local Authorities.
→ Forums for dialogue and mechanisms for decisions are improved.

The contents of the democracy component are based on a planning process, which included a two-days-workshop for dialogue on local participatory democracy organized in Namibia in 2008. The conclusions of the workshop on the objectives and activities to be implemented are illustrated in a Logical Framework Matrix format in the Lem-

229 Lempäälä Municipality et al. 2009, Logical Framework 2010 p. 26.

päälä-Ondangwa-Kangasala-Keetmanshoop co-operation project plan for 2010.²³⁰

The democracy component includes two sets of objectives: the objectives for innovating the final forms of the planning workshop process, and the objectives for implementing the innovative outcomes of the North-South local government exchange within local democracy.

The objectives of innovating the final forms of the planning workshop process include:²³¹

- Innovative and appropriate methods for promoting participatory democracy in Ondangwa and Keetmanshoop planned and piloted;
- Overall objective is “Tolerance, equal opportunities and respect for all, so that democracy has real impacts on the real life of citizens and communities.”

In 2010 innovating the final forms of the planning workshop process consists of documenting and discussing the outcomes, as well as piloting them in national and local workshops.

The objectives of implementing the innovative outcomes of the North-South Local Government exchange within local democracy include:²³²

- Modern, innovative and functioning tools will be available for decision makers to promote local democracy;
- The quality of governance and relations within the local authority organisations will be improved in Ondangwa and Keetmanshoop;
- Local capacity for strategic & operational planning and anticipation of future challenges will be improved in Ondangwa and Keetmanshoop.

The activities for implementing the innovative outcomes in 2010 include final implementation of some of the activities planned in the workshop planning process. The activities consist of:²³³

- Civic education for community;
- Capacity building for decision makers and developing decision making mechanisms;
- Establishing forums;
- Baseline survey on democracy and tolerance-based situation analysis;
- Support, training and mentoring for financial planning and strategic planning.

Table 2 below discusses the correspondences between the strategic themes, strategic objectives and initiatives/programs of the Strategic Plan 2010–2015 of the Ondangwa Town Council and the democracy component of the Lempäälä-Ondangwa-Kangasala-Keetmanshoop co-operation project plan for 2010. The Table includes the project activities planned to be implemented in 2010, and the objectives and activities defined at the two-day workshop planning process, which form the basis for these project activities.

Table 2 shows the correspondences that can be found from among all the many strategic objectives and their initiatives/programs. The column on the democracy component is adapted and summarised from the Logical Framework 2010 and the Logical Framework Matrix of the workshop planning process, which are illustrated in the Lempäälä-Ondagwa-Kangasala-Keetmanshoop project plan for 2010.

230 Lempäälä Municipality et al. 2009, pp. 12–13.

231 Lempäälä Municipality et al. 2009, Logical Framework 2010 p. 27.

232 Lempäälä Municipality et al. 2009, Logical Framework 2010 p. 27.

233 Lempäälä Municipality et al. 2009, p. 13, Logical Framework 2010 p. 27.

Table 2. Correspondences between the Strategic Plan of the Ondangwa Town Council and the Democracy Component of the Project Plan for 2010

| ODANGWA TOWN COUNCIL: STRATEGIC PLAN 2010-2015 | LEMPÄÄLÄ-ONDANGWA-KANGASALA-KEETMANSHOOP PROJECT PLAN 2010 |
|---|---|
| Strategic Theme: Good Governance: Adoption of a system of checks and balances and involvement of all stakeholders in the governance process | Democracy Component |
| <p>Strategic Objectives and Initiatives/Programs</p> <p>L.1 Devise management information systems</p> <ul style="list-style-type: none"> • Develop management information systems; • Implement the systems; • Develop codified information; • Develop an information dissemination strategy. <p>L.2 Devise administrative policies and procedures</p> <ul style="list-style-type: none"> • Determine baseline data; • Formulate administrative policies; • Develop financial and human resource policy manuals; • Submit draft administrative policies to council for approval; • Implement administrative policies; • Evaluate the administrative policies. <p>C.1 Improve governance and management processes</p> <ul style="list-style-type: none"> • Formulate administrative policies; • Implement administrative policies; • Develop integrated knowledge infrastructure; • Separate roles of councillors and staff. | <p>Objectives and Activities</p> <p>Activities Project Plan for 2010:</p> <ul style="list-style-type: none"> • Planning workshop process with Logical Framework Approach: Outcomes documented, discussed in EDF 2009 conference and piloted in National and local workshops in March 2009. Schedules reviewed after postponed 2009 local elections in Namibia. • Capacity building for decision makers & developing decision making mechanisms. <ul style="list-style-type: none"> - Implementation: Drama-based training on planning and decision-making procedures for Councillors and Heads of Departments. Outcomes shall be documented as story-based/narrative publication. Town Council/PLDDSI in Cooperation with Regional Council, University of Namibia dpt. of performing arts, Committed Artists in Namibia, Association of Local Authorities in Namibia, Association of Regional Councils and Council of Churches in Namibia. <p>Objectives and activities identified in the planning workshop process with Logical Framework Approach:</p> <p>Improved capacity of decision makers in planning and understanding their activities.</p> |
| Strategic Theme: Operational Excellence: Putting in place a system that ensures efficiency and effectiveness in the delivery of services | <ul style="list-style-type: none"> • Organise training for relevant staff, authorities, and councillors in co-operation with the Ministry of Regional and Local Government, Housing and Rural Development on |
| <p>Strategic Objectives and Initiatives/Programs</p> <p>F.1 Control the budget</p> <ul style="list-style-type: none"> • Implement integrated financial management system; • Implement performance budgeting; • Implement an effective reporting system. <p>L.6 Build capacity</p> <ul style="list-style-type: none"> • Conduct capacity assessment exercise; • Develop capacity building programmes; • Develop a training model; • Implement. | <ul style="list-style-type: none"> - basic functions and legal framework; - financial planning, budgeting and expenditure; - control systems; - reporting; - strategic planning; - Includes basic workshops, follow-up coaching, practical exercises, finalising meetings. <p>Decision making mechanisms are analysed and proposals made for development.</p> |
| Strategic Theme: Partnership with Stakeholders: Establishment of a working relationship with all stakeholders and ensure their involvement in the planning, implementation and evaluation of projects and programmes | <ul style="list-style-type: none"> • Develop capacity building process on multicultural leadership and commitment to improve tolerance; • Organise system for community meetings with authorities and councils to improve transparency and participation of citizens; |
| <p>Strategic Objectives and Initiatives/Programs</p> <p>L.9 Focus on core functions</p> <ul style="list-style-type: none"> • Identify non-core functions; • Seek council resolution; • Outsource non-core functions; • Develop and enter into service level agreements. | <ul style="list-style-type: none"> • Organise a process to make use of the cultural diversity of the participating municipalities; • Organise discussions and exchange arrangements to improve understanding about comprehensive approach. |
| Strategic Theme: Socio-economic Development: Focusing on social and economic development of the inhabitants of our town | |
| <p>Strategic Objectives and Initiatives/Programs</p> <p>F.2 Diversify revenue sources</p> <ul style="list-style-type: none"> • Formulate by-laws; • Implement project planning and management; • Identify and optimise on other sources of revenue; • Optimise on rate fees. | |

Table 2. Correspondences between the Strategic Plan of the Ondangwa Town Council and the Democracy Component of the Project Plan for 2010 *Continued*

| | |
|---|--|
| <p>L.9 Focus on core functions</p> <ul style="list-style-type: none"> • Same as above | |
| <p>Strategic Theme: Partnership with Stakeholders: Establishment of a working relationship with all stakeholders and ensure their involvement in the planning, implementation and evaluation of projects and programmes</p> | <p>Democracy Component</p> |
| <p>Strategic Objectives and Initiatives/Programs</p> <p>IP:8 Promote strategic alliances & partnerships</p> <ul style="list-style-type: none"> • Initiate stakeholders; • Conduct opinion surveys; • Implement PPPs; • Implement Build Out Transfers (BOTs); • Implement joint ventures; • Implement integrated development planning at local level; • Establish national and international development co-operations. <p>IP:10 Promote civic education</p> <ul style="list-style-type: none"> • Develop knowledge based infrastructure; • Determine baseline data; • Mount environmental management programmes; • Develop a communication plan; • Roll out the environmental management programmes; • Roll out civic education programmes. <p>C.4 Improve stakeholder relations</p> <ul style="list-style-type: none"> • Conduct surveys; • Determine baseline data; • Establish advisory committees of council; • Establish fora to engage stakeholders. <p>C.5 Improve the image of the organisation</p> <ul style="list-style-type: none"> • Conduct surveys and establish baseline data; • Compile newsletters for purposes of information sharing with community members; • Establish council website; • Compile a town profile for Ondangwa; • Conduct regular media briefings about council decisions, projects and programmes; • Schedule and conduct public meetings throughout each year to enhance communication; • Develop and roll out civic education programmes. | <p>Objectives and Activities</p> <p>Activities Project Plan for 2010:</p> <ul style="list-style-type: none"> • Planning workshop process with Logical Framework Approach: Outcomes documented, discussed in EDF 2009 conference and piloted in National and local workshops in March 2009. Schedules reviewed after postponed 2009 local elections in Namibia. • Civic education for community. <ul style="list-style-type: none"> - Implementation: Drama-based education on democracy, community participation and tolerance shall be further piloted. Town Council/PLDDSI in Cooperation with Youth Center, UNAM Namibia and CCN. • Establishing forums. <ul style="list-style-type: none"> - Implementation: Youth Forums shall be established to advise Keetmanshoop and Ondangwa Town Councils in considering the views of the future generations in decision making. Terms of Reference for the Youth Councils shall support the progress. ToRs shall be prepared in consultation with Lempäälä, Kangasala, Windhoek experiences. • Baseline survey on democracy and tolerance-based situation analysis. <ul style="list-style-type: none"> - Knowledge about the attitudes towards democracy and tolerance and related development challenges shall be increased by implementing a survey in Ondangwa and Keetmanshoop communities; - Shall be implemented as a part of the thesis of a Finnish university student (from Lempäälä) moving to Namibia and UNAM; - Final outcome shall be integrated in PLDDSI narrative publication of democracy / tolerance cases (mentioned above); - Outcomes to be discussed, integrated in the above mentioned Civic Education and Capacity Building. <p>Objectives and activities identified in the planning workshop process with Logical Framework Approach: Joint civic education organised for community and decision makers.</p> <ul style="list-style-type: none"> • Organise public general civic education and awareness raising on democracy and functions of local authority; • Organise series of discussions and education on acceptance of others, other opinions and tribal issues; • Prepare information campaigns to motivate people to participate council and other meetings; • Organise education to staff, councillors and local authorities e.g. on ethics, citizen's rights and customer care; • Organise education sessions to inform people about their rights and responsibilities with various stakeholders, including media, church, police, schools, health, social, water and electricity authorities. |

Table 2. Correspondences between the Strategic Plan of the Ondangwa Town Council and the Democracy Component of the Project Plan for 2010 *Continued*

| | |
|--|---|
| | <p>Forums for sharing of opinions, creation of mutual understanding, tolerance and innovative solutions are established.</p> <ul style="list-style-type: none"> • Prepare and implement a strategy to improve communication channels between local authorities and communities in <ul style="list-style-type: none"> - developing capacity and skills in communication; - finding and using correct sources raising general interest in communication; - improving skills to develop communication policies and strategies in co-operation with MLGH; - finding ways to manage language problems; - establishing channels to get sufficient and relevant information about the communities. • Establish joint discussion forums to improve relationships and understanding between different bodies. <ul style="list-style-type: none"> - councils and citizens; - councils and communities; - councillors and staff; - among councillors. • Establish discussion forums to improve understanding between different groups and about difficult matters <ul style="list-style-type: none"> - about intolerance, ethnicity/tribalism, nepotism and favouritism and their impacts. |
|--|---|

Sources: Lempäälä Municipality et al. 2009, Logical Framework p. 13, Logical Framework 2010 p. 27; Ondangwa Town Council 2010, pp. 11–12, 14–18.

Table 2 above contains all the objectives, results and activities of the democracy component except the activity of support, training and mentoring for financial planning and strategic planning in Keetmanshoop/Ondangwa. This activity was not included in the Table because the activity will be implemented flexibly as per separate requests of Ondangwa and Keetmanshoop Town Councils and in consultation with Ministry of Regional and Local Government and Housing. Because the activity includes following up and supporting the implementation of existing and implemented processes for strategic planning and organizational restructuring in Ondangwa, the activity could be in conformity with many or all of the strategic objectives and initiatives of the Strategic Plan.²³⁴ Therefore it can be concluded that **the democracy component is fully in conformity with the Strategic Plan.**

3.3 Local Economic Development Component

The overall goals and results of the local economic development (LED) component of the Lempäälä-Ondangwa-Kangasala-Keetmanshoop co-operation project plan for 2010 include:²³⁵

- Local economic development plans and structures exist in the Local Authorities and they are piloted.
- Cooperation between municipalities and enterprises is functioning, municipalities role in LED is strengthened and local capacity for job creation is increasing.
- Initiatives for new partnerships between Finnish & Namibian entrepreneurs are planned.

²³⁴ Please refer to Lempäälä Municipality et al. 2009, Logical Framework 2010 p. 27.

²³⁵ Lempäälä Municipality et al. 2009, Logical Framework 2010 p. 26.

The objectives of the local economic development (LED) component include:²³⁶

- LED planning: Capacity and co-operation of local actors in participatory planning of LED will be improved in Ondangwa and Keetmanshop;
- Organising LED function as a role of local authority: Capacity and co-operation of local actors in coordination/implementation of LED will be improved in Ondangwa and Keetmanshoop.

Table 3 below discusses the correspondences between the strategic themes, strategic objectives and initiatives/programs of the Strategic Plan 2010–2015 of the Ondangwa Town Council and the local economic development component of the Lempäälä-Ondangwa-Kangasala-Keetmanshoop co-operation project plan for 2010. The activities of the project plan for 2010 presented in the Table do not necessarily include the specific activities of the initiatives/programs of the strategic objectives. Nevertheless, they can contribute to the implementation of the initiatives/programs and achieving the strategic objectives. Table 3 shows the correspondences that can be found from among all the many strategic objectives and their initiatives/programs.

Table 3. Correspondences between the Strategic Plan of the Ondangwa Town Council and the Local Economic Development Component of the Project Plan for 2010

| ODANGWA TOWN COUNCIL: STRATEGIC PLAN 2010-2015 | LEMPÄÄLÄ-ONDANGWA-KANGASALA-KEETMANSHOOP PROJECT PLAN 2010 | |
|---|---|---|
| Strategic Theme: Operational Excellence: Putting in place a system that ensures efficiency and effectiveness in the delivery of services | Local Economic Development Component | |
| Strategic Objectives and Initiatives/Programs | Activity | Expected Results |
| L.5 Focus on specialised skills <ul style="list-style-type: none"> • Determine baseline data; • Conduct skills needs forecasting; • Identify skills developers; • Implement skills development programmes; • Evaluation. L.6 Build capacity <ul style="list-style-type: none"> • Conduct capacity assessment exercise; • Develop capacity building programmes; • Develop a training model; • Implement. L.7 Devise skills transfer programmes <ul style="list-style-type: none"> • Conduct a skills audit; • Identify key competencies for staff, supervisors and managers; • Identify trainers; • Implement skills transfer programmes. | <ul style="list-style-type: none"> • Organising the LED-function in Local Authority <ul style="list-style-type: none"> - Local strategic plans are studied, discussed and revised; - Implementation plans are prepared and the local processes shall be integrated in Regional development planning; - Responsibility of LED shall be delegated/ defined in the municipality and financial resources for the operations shall be defined / planned; - Partnership potential with other local authorities shall be analysed. • Promoting interaction between actors of LED locally. • Strengthening local business organisations (NCCI) <ul style="list-style-type: none"> - Making plans for capacity building and development of attractive activities, services and membership promotion. • Planning start up business service. • Making a feasibility study of a local start up business | <ul style="list-style-type: none"> • Resources and organizational structures / staff exist • Short and longer term capacity building processes for staff is planned or implemented. • Forums for interaction between business community, Local Authority etc. are in place. • Plans for capacitating Local Chambers will be made to act as counterparts of the local authority LED office. • Capacity/structures for start up business support exist. • Knowledge on potential of entrepreneurial education |
| Strategic Theme: Partnership with Stakeholders: Establishment of a working relationship with all stakeholders and ensure their involvement in the planning, implementation and evaluation of projects and programmes | | |

236 Lempäälä Municipality et al. 2009, Logical Framework 2010 p. 28.

Table 3. Correspondences between the Strategic Plan of the Ondangwa Town Council and the Local Economic Development Component of the Project Plan for 2010 *Continued*

| | | |
|---|---|--|
| <p>Strategic Objectives and Initiatives/Programs</p> <p>L.8 Optimise public private partnerships</p> <ul style="list-style-type: none"> Identify areas necessitating PPPs; Identify partners; Seek council resolution; Implement PPPs; Evaluate PPPs. <p>IP8 Promote strategic alliances & partnerships</p> <ul style="list-style-type: none"> Initiate stakeholders; Conduct opinion surveys; Implement PPPs; Implement Build Out Transfers (BOTs); Implement joint ventures; Implement integrated development planning at local level; Establish national and international development co-operations. <p>L.10 Focus on income generating programmes and projects</p> <ul style="list-style-type: none"> Identify income generating projects and programmes; Seek funding for such projects by submitting project proposals to funding institutions; Identify and establish community groups; Implement income generating projects and programs. | <p>support activity.</p> <ul style="list-style-type: none"> Piloting / stabilizing start up business support <ul style="list-style-type: none"> Pilot programs will be implemented on the basis of the feasibility study. Intensive co-operation between various LED SME activities within other North-South Programme projects will be facilitates. Planning / piloting business linkage support <ul style="list-style-type: none"> Analysis of the present structure / capacity of the economic activities are made and various forms of business co-operation locally, regionally, nationally, in southern Africa, and internationally will be promoted in co-operation with business organisations and Local Authorities. | <p>increased.</p> <ul style="list-style-type: none"> Diversification & development of SME sector, job creation. Business linkages are increased. |
| <p>Strategic Theme: Socio-economic Development: Focusing on social and economic development of the inhabitants of our town</p> | | |
| <p>Strategic Objectives and Initiatives / Programs</p> <p>F.2 Diversify revenue sources</p> <ul style="list-style-type: none"> Formulate by-laws; Implement project planning and management; Identify and optimise on other sources of revenue; Optimise on rate fees. <p>L.11 Mobilise local resources</p> <ul style="list-style-type: none"> Identify local and immobilised resources; Develop resource mobilisation strategy; Implement the resource mobilisation strategy. | | |

Sources: Lempäälä Municipality et al. 2009, Logical Framework 2010 p. 27; Ondangwa Town Council 2010, pp. 11-12, 14-18.

Table 3 above contains all the activities and expected results of the local economic development component of the project plan for 2010. Table 3 shows that **the local economic development component is in conformity with the Strategic Plan 2010–2015 of the Ondangwa Town Council.**

3.4 Water Services Component

The water services component of the Lempäälä-Ondangwa-Kangasala-Keetmanshoop co-operation project plan for 2010 includes objectives, results and activities for:

1. Water distribution network management;
2. Water leakage and water waste minimisation;
3. Stormwater management plan.

The overall goals and results of the water services component include:²³⁷

- 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.

Table 4 below discusses the correspondences between the strategic themes, strategic objectives and initiatives/programs of the Strategic Plan 2010–2015 of the Ondangwa Town Council and the water services component of the Lempäälä-Ondangwa-Kangasala-Keetmanshoop co-operation project plan for 2010. Table 4 shows the correspondences that can be found from among all the many strategic objectives and their initiatives/programs.

²³⁷ Lempäälä Municipality et al. 2009, Logical Framework 2010 p. 26.

Table 4. Correspondences between the Strategic Plan of the Ondangwa Town Council and the Water Services Component of the Project Plan for 2010.

| ONDANGWA TOWN COUNCIL: STRATEGIC PLAN 2010-2015 | LEMPÄÄLÄ-ONDANGWA-KANGASALA- KEETMANSHOOP PROJECT PLAN 2010 |
|---|--|
| <p>Strategic theme: Socio-economic development: Focusing on social and economic development of the inhabitants of our town</p> | <p>Water Services Component</p> |
| <p>Strategic Objectives and Initiatives/Programs C.7 Improve infrastructure</p> <ul style="list-style-type: none"> • Develop a storm water management strategy; • Upgrade water and sewerage network. <p>Strategic theme: Operational excellence: Putting in place a system that ensures efficiency and effectiveness in the delivery of services</p> <p>Strategic Objectives and Initiatives/Programs L.5 Focus on specialised skills</p> <ul style="list-style-type: none"> • Determine baseline data; • Conduct skills needs forecasting; • Identify skills developers; • Implement skills development programmes; • Evaluation. <p>L.6 Build capacity</p> <ul style="list-style-type: none"> • Conduct capacity assessment exercise; • Develop capacity building programmes; • Develop a training model; Implementation. | <p>Water Distribution Network Management Objectives:</p> <ul style="list-style-type: none"> • Capacity for water management will be improved; • To improve the operational condition of the water services. <p>Expected Results:</p> <ul style="list-style-type: none"> • Costs and incomes of water services are known; • Maps and plans exist, minor maintenance investments are made. <p>Activities:</p> <ul style="list-style-type: none"> • Up-dating water distribution network maps: collection of existing map information; compilation of distribution network map based on the information gathered; field-work to check and upgrade the maps; transfer of information into digital form; production of up-dated maps. • Evaluation of financial situation of water services: data on water bought from Namwater (volume, costs); volume of water sold to customers (large water users, residential users, other users); income from water sales (water bills sent, bills paid, unpaid bills); costs of running water services (personnel, equipment and material). • Management of water services: daily management; store-keeping; budgeting & financial control; short, medium and long term planning. <p>Water Leakage and Water Waste Minimisation Objectives:</p> <ul style="list-style-type: none"> • Capacity for leakage and waste minimization of water will be improved in Ondangwa and Keetmanshoop. <p>Expected Results:</p> <ul style="list-style-type: none"> • Investment planning for repairs and maintenance. <p>Activities:</p> <ul style="list-style-type: none"> • Estimate and initial reduction of water wastage: estimation of unaccounted-for-water; checking the use by large water users, and the wastage in their premises (schools, hospitals, other public premises); • Investment planning: repair clamps, valves etc. needed in daily repair activities; long-term planning for investments to reduce leakage; • A short course in waste/water management and study trip to Finland. <p>Stormwater Management Plan Objectives:</p> <ul style="list-style-type: none"> • Capacity for planning how to reduce the damage caused by stormwater flooding will be increased in Ondangwa and Keetmanshoop. <p>Expected results:</p> <ul style="list-style-type: none"> • Topographical information, rainfall data; • Information on the occurrence and severity of flooding; • Implementation and investment plans and some emergency investments done, especially based on Ondangwa flooding risk. <p>Activities:</p> <ul style="list-style-type: none"> • Topographical information, rainfall data: collection of basic information made 2009 and follow up 2010; • Information on the occurrence and severity of flooding: present situation 2009 and follow up 2010; • Implementation and investment plans and emergency investments: improvements and investment. |

Sources: Lempäälä Municipality et al. 2009, pp. 14-15, Logical Framework 2010 pp. 30-31; Ondangwa Town Council 2010 p. 11, pp. 17-18.

Table 4 above contains all the activities and expected results of the water services component of the project plan for 2010. Table 4 shows that **the water services component is in conformity with the Strategic Plan 2010–2015 of the Ondangwa Town Council.**

3.5 Waste Management and Environmental Health Component

The overall goals and results of the waste management and environmental health component of the Lempäälä-Ondangwa-Kangasala-Keetmanshoop co-operation project plan for 2010 include:²³⁸

- 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

Table 5 below discusses the correspondences between the strategic themes, strategic objectives and the initiatives/programs of the Strategic Plan 2010–2015 of the Ondangwa Town Council and the waste management and environmental health component of the Lempäälä-Ondangwa-Kangasala-Keetmanshoop co-operation project plan for 2010. Table 5 presents the correspondences that can be found from among all the many strategic objectives and their initiatives/programs.

Table 5. Correspondences between the Strategic Plan of the Ondangwa Town Council and the Waste Management and Environmental Health Component of the Project Plan for 2010

| ODANGWA TOWN COUNCIL: STRATEGIC PLAN 2010-2015 | LEMPÄÄLÄ-ONDANGWA-KANGASALA-KEETMANSHOOP PROJECT PLAN 2010: WASTE MANAGEMENT AND ENVIRONMENTAL HEALTH COMPONENT | | | | | | | | | | | | | | |
|--|---|---|------------------|---|---|---|---|---|---|---|--|---|--|--|--------------------------------|
| <p>Strategic Theme: Operational Excellence: Putting in place a system that ensures efficiency and effectiveness in the delivery of services</p> <ul style="list-style-type: none"> • Strategic Objectives and Initiatives/Programs <p>L.5 Focus on specialised skills</p> <ul style="list-style-type: none"> • Determine baseline data; • Conduct skills needs forecasting; • Identify skills developers; • Implement skills development programmes; • Evaluation. <p>L.6 Build capacity</p> <ul style="list-style-type: none"> • Conduct capacity assessment exercise; • Develop capacity building programmes; • Develop a training model; • Implement. <p>Strategic Theme: Partnership with Stakeholders: Establishment of a working relationship with all stakeholders and ensure their involvement in the planning, implementation and evaluation of projects and programmes</p> <ul style="list-style-type: none"> • Strategic Objectives and Initiatives/Programs | <p>Situation analysis: Objective</p> <p>Information of the impacts of environmental and hygienic conditions of local waste management systems will be improved in Ondangwa and Keetmanshoop</p> | | | | | | | | | | | | | | |
| | <table border="1"> <thead> <tr> <th>Activity</th> <th>Expected Results</th> </tr> </thead> <tbody> <tr> <td>Waste & recycling survey (analysis of environmental and hygienic conditions of present situation)</td> <td>Facts on waste production and recycling, and conclusions. Based on the analysis prioritized recommendations</td> </tr> <tr> <td>• Analysis of waste and environmental health regulations, legislation and policies (needs for waste related by-laws, special regulations and best practices);</td> <td>for developing the environmental and hygienic by-laws and regulations will be made.</td> </tr> <tr> <td>• Analysis of present waste management.</td> <td></td> </tr> </tbody> </table> | Activity | Expected Results | Waste & recycling survey (analysis of environmental and hygienic conditions of present situation) | Facts on waste production and recycling, and conclusions. Based on the analysis prioritized recommendations | • Analysis of waste and environmental health regulations, legislation and policies (needs for waste related by-laws, special regulations and best practices); | for developing the environmental and hygienic by-laws and regulations will be made. | • Analysis of present waste management. | | | | | | | |
| | Activity | Expected Results | | | | | | | | | | | | | |
| | Waste & recycling survey (analysis of environmental and hygienic conditions of present situation) | Facts on waste production and recycling, and conclusions. Based on the analysis prioritized recommendations | | | | | | | | | | | | | |
| | • Analysis of waste and environmental health regulations, legislation and policies (needs for waste related by-laws, special regulations and best practices); | for developing the environmental and hygienic by-laws and regulations will be made. | | | | | | | | | | | | | |
| • Analysis of present waste management. | | | | | | | | | | | | | | | |
| | <p>Capacity for policy implementation: Objective</p> <ul style="list-style-type: none"> • Capacity for implementing proper waste management and environmental health policies will be improved in Ondangwa and Keetmanshoop | | | | | | | | | | | | | | |
| | <table border="1"> <thead> <tr> <th>Activity</th> <th>Expected Results</th> </tr> </thead> <tbody> <tr> <td>Planning of the implementation of the waste management policy, based on assessment</td> <td>Regulations will be reviewed / updated.</td> </tr> <tr> <td>• Developing regulations and by-laws;</td> <td>Plan for waste management, collection systems etc. is ready.</td> </tr> <tr> <td>• Study tours;</td> <td>Recycling systems and awareness campaign will be planned.</td> </tr> <tr> <td>• Waste management (collection systems etc.);</td> <td>Dumping site evaluation and e.g. geographical locations are planned.</td> </tr> <tr> <td>• Recycling & awareness of citizens (for promoting awareness, systems needed,</td> <td>Role of private waste-enterprises supported.</td> </tr> <tr> <td></td> <td>Study/planning trip to Finland</td> </tr> </tbody> </table> | Activity | Expected Results | Planning of the implementation of the waste management policy, based on assessment | Regulations will be reviewed / updated. | • Developing regulations and by-laws; | Plan for waste management, collection systems etc. is ready. | • Study tours; | Recycling systems and awareness campaign will be planned. | • Waste management (collection systems etc.); | Dumping site evaluation and e.g. geographical locations are planned. | • Recycling & awareness of citizens (for promoting awareness, systems needed, | Role of private waste-enterprises supported. | | Study/planning trip to Finland |
| Activity | Expected Results | | | | | | | | | | | | | | |
| Planning of the implementation of the waste management policy, based on assessment | Regulations will be reviewed / updated. | | | | | | | | | | | | | | |
| • Developing regulations and by-laws; | Plan for waste management, collection systems etc. is ready. | | | | | | | | | | | | | | |
| • Study tours; | Recycling systems and awareness campaign will be planned. | | | | | | | | | | | | | | |
| • Waste management (collection systems etc.); | Dumping site evaluation and e.g. geographical locations are planned. | | | | | | | | | | | | | | |
| • Recycling & awareness of citizens (for promoting awareness, systems needed, | Role of private waste-enterprises supported. | | | | | | | | | | | | | | |
| | Study/planning trip to Finland | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | |

238 Lempäälä Municipality et al. 2009, Logical Framework 2010 p. 26.

| | | |
|--|---|--|
| <p>L.8 Optimise public private partnerships</p> <ul style="list-style-type: none"> Identify areas necessitating PPPs; Identify partners; Seek council resolution; Implement PPPs; Evaluate PPPs. | <p>utilisation of assorted and treated waste, dissemination of public waste management information, consideration of forming PPPs with recycling enterprises);</p> <ul style="list-style-type: none"> Dumping sites: geographical evaluation of the locations. | <p>implemented.</p> |
| <p>IP.10 Promote civic education</p> <ul style="list-style-type: none"> Develop knowledge based infrastructure; Determine baseline data; Mount environmental management programmes; Develop a communication plan; Roll out the environmental management programmes; Roll out civic education programmes. | <p>Updating by-laws and regulations of environmental hygiene in accordance with national regulations. Support for implementation.</p> | <p>Increased health environment and competitive standard of hygiene systems. Specific focus on meat/food hygiene. Increased local capacity on hygiene.</p> |
| <p>Strategic Theme: Socio-economic Development: Focusing on social and economic development of the inhabitants of our town</p> <ul style="list-style-type: none"> Strategic Objectives and Initiatives/Programs | <p>Solid waste management planning: Objective</p> | <ul style="list-style-type: none"> Capacity for solid waste management planning will be improved in Ondangwa and Keetmanshoop |
| | <p>Activity</p> | <p>Expected Results</p> |
| | <p>Planning solid waste management future.</p> | <p>Plans for dumping site development, equipment/systems, waste treatment options and potential regional co-operation are ready.</p> |
| <p>F.2 Diversify revenue sources</p> <ul style="list-style-type: none"> Formulate by-laws; Implement project planning and management; Identify and optimise on other sources of revenue; Optimise on rate fees. | | |
| <p>L.11 Mobilise local resources</p> <ul style="list-style-type: none"> Identify local and immobilised resources; Develop resource mobilisation strategy; Implement the resource mobilisation strategy. | | |

Sources: Lempäälä Municipality et al. 2009, Logical Framework 2010 p. 27; Ondangwa Town Council 2010, pp. 11-12, 14-18.

Table 5 above contains all the objectives, expected results and activities of the waste management and environmental health component. The Table shows that **the component is in conformity with the Strategic Plan 2010–2015 of the Ondangwa Town Council**. Even though the Strategic Plan does not discuss waste management and environmental hygiene specifically, the component is in conformity with the strategic objectives and initiatives to build the specialised skills and capacities of the Ondangwa Town Council, to optimise public-private partnerships, and to promote civic education in environmental management. In addition, up-dating by-laws and regulations of environmental hygiene in accordance with national regulations makes it possible for local actors to meet meat export standards, which is in conformity with the strategic objectives and initiatives to diversify revenue sources and to mobilise local resources.

The project plan for 2010 argues for including the waste management and environmental health component in the project with national legislation and regulations, potential objectives to meet export standards, and the prioritising of the needs of waste management and environmental hygiene during the project planning process:

- Regulations/by-laws of waste management and environmental hygiene will be updated in Keetmanshoop and Ondangwa in accordance with the national

legislation and regulatory system as well as the national potential objectives to meet export standards which may have impact on local standards.²³⁹

- In the planning process with the Nordic partners, specific needs as prioritised challenges for future co-operation were defined. These included improving the capacity for waste management services and environmental hygiene.²⁴⁰

References

Lempäälä Municipality, Kangasala Municipality, Ondangwa Town Council and Keetmanshoop Town Council (2009): Lempäälä-Ondangwa-Kangasala-Keetmanshoop. Partnership for Local Democracy, Development & Social Innovation (PLDDSI). Application 2010. 28th October 2009.

Ondangwa Town Council (2010): *Strategic Plan 2010–2015*.

239 Lempäälä Municipality et al. 2009, p. 16.

240 Lempäälä Municipality et al. 2009, p. 8.

Vantaa City-Windhoek City Co-operation

1 Introduction

At the time of the preparation of the present study, the City of Windhoek was in the process of reviewing the current Strategic Plan of the City Windhoek. The new Strategic Plan is planned to cover the next five years. Because the current Strategic Plan was not available for the present study, and the new Strategic Plan is still being developed, the present study was not able to examine the correspondences between the Strategic Plan of the City of Windhoek and the Vantaa-Windhoek co-operation project plan for 2010. The present study concentrates on summarising the responses of the Project Coordinators to the study questionnaire.

The implementation phase of the Vantaa-Windhoek co-operation project started in 2002. The co-operation is currently in its third project cycle (2008-2010). The co-operation project plan for 2010 includes six components:²⁴¹

- The good local governance component focuses on councillors peer review and local authority transformation, particularly the process of decentralization.
- The city cultural heritage component aims to preserve and promote the history of Windhoek, to advance the tourism potential of the city and to increase awareness of the apartheid history of Namibia. Thanks to the mobile exhibition which was inaugurated at the City Museum of Vantaa and which has circulated widely within Namibia, this component has also helped to raise awareness of the Vantaa-Windhoek co-operation.
- The community services component consists of the Early Childhood Development (ECD) Project and the Community Library project. The aim of ECD sub-component is to provide capacity building in the area of ECD as well as to improve the skills and knowledge base of ECD caregivers. The community library sub-component aims to improve the services provided by the Greenwell Matongo community library by training of the staff, improving the collection and library facilities and by strengthening the co-operation with various stakeholders.
- The business development component has supported the City of Windhoek SME incubation centre by developing its training and mentoring services for entrepreneurs and by providing access to ICT. It also focuses on business development and investment, as well as networking between stakeholders as well as the skills development and promotion of arts & crafts entrepreneurs.
- The Environment component aims to provide support in the formulation of a policy to ensure that waste generating activities are carried out uniformly in order to prevent pollution and environmental degradation.
- The youth development project aims to provide for different interventions in youth development initiatives, and to highlight the importance of youth related work in both Vantaa and Windhoek.

2 Views of the Project Coordinators

This section summarises the responses of the Project Coordinators of the City of Vantaa and the City of Windhoek to the study questionnaire sent to them in January 2010 (please refer to Appendix 1).

²⁴¹ City of Vantaa 2009, p. 5.

2.1 Strategies for International Co-Operation in the North and the South

According to the Project Coordinator of the City of Vantaa, the City of Vantaa has an internationalization strategy, which was created in 2005.²⁴²

At the time of the preparation of the present study, the current Strategic Plan of the City of Windhoek was under review for the next five years. Therefore the Strategic Plan was not available for the study. According to the Project Coordinator of the City of Windhoek, international cooperation certainly forms part of the broader strategic objectives of the City of Windhoek. The City of Windhoek has also a specific policy guideline within which provisions for co-operation with international partners and cities are being concluded.²⁴³

2.2 Processes of Creating the Strategic Plans in the North and the South

Vantaa: “City of Vantaa officials prepared a draft strategy in an internationalization working group. The Vantaa City Council discussed and approved the strategy.”²⁴⁴

Windhoek: “The City of Windhoek is about to commence with the review and drafting of the Strategic Plan for the next five years during February/March 2010 and this process involves extensive planning sessions in which all the departments are involved. The respective departments formulate their strategic plans for the intended period and these plans are then integrated and coordinated by the Department Heads during a specific Strategic planning workshop. The Strategic Plan takes into account the residents’ expectations and wishes about the development of the city. Residents’ views are solicited through public meetings held under the Public Participation Policy of the city. The respective Departments present their comprehensive strategic plans to the political office bearers for consideration and evaluation.”²⁴⁵

2.3 Conformity with the Strategic Plan of the City of Windhoek

According to the Project Coordinator of the City of Vantaa, the areas of co-operation of the Vantaa-Windhoek co-operation project have been and will continue be central to the planning of the co-operation.²⁴⁶

According to the Project Coordinator of the City of Windhoek, the areas of co-operation of the Vantaa-Windhoek co-operation project respond directly to the key performance areas of the respective participating departments, and as such form part of the strategic planning and budget of the City of Windhoek.²⁴⁷

2.4 Actors Involved in Defining the Areas and Sectors of Co-Operation

Vantaa: “The areas chosen are demand-based. The first condition is that in Windhoek there is need for cooperation in the particular area, second, that Vantaa has both the capacity and the human resources needed for cooperation in the area. Third, of course, we determinate what is feasible, realistic and possible taking into account the resources, both human and financial.”²⁴⁸

Windhoek: “Our understanding of the north-south cooperation is based on the principles of reciprocity. Hence, identification and determination of the areas of co-operation is a joint process during which the respective parties indicate their areas of expertise, respective needs and available resources. In order to ensure that sustainable

242 Jansa 2010.

243 Steenkamp 2010.

244 Jansa 2010.

245 Steenkamp 2010.

246 Jansa 2010.

247 Steenkamp 2010.

248 Jansa 2010.

and effective results are achieved the needs, available resources and expertise/assistance must be matched and agreed upon jointly by the two parties to the cooperation project.”²⁴⁹

2.5 Meeting the Needs of the City of Windhoek

Vantaa: The City of Vantaa certainly hopes that the co-operation areas of the Vantaa-Windhoek co-operation project meet the needs of the City of Windhoek.²⁵⁰

Windhoek: The co-operation areas respond to the needs of the City of Windhoek because they are directly linked to development priorities of the City of Windhoek.²⁵¹

2.6 Other Strategies of the City of Windhoek

Gender

The City of Windhoek does not have a gender policy. However, the City of Windhoek has passed an Affirmative Action Policy, which requires that preference be accorded to designated groups such as women, disabled and historically disadvantaged persons during recruitment and promotion. The development of a Gender Strategy and Sexual Harassment Policy is proposed in the Five Year Strategic Plan that is currently under consideration.²⁵²

Environmental sustainability and/or sustainable development

The City of Windhoek has an Integrated Environmental policy document. The policy sets out the City’s vision with regard to the attainment of sustainable development.²⁵³

Other strategies or policies

Other strategies and policies of the City of Windhoek include the Local Economic Development Strategy, Affirmative Action Policy, Code of Conduct and Standing Rules of Order for Councillors, Arts and Craft Policy, Outdoor Advertising Policy, Integrated Environmental Policy, Industrial Relations and Conditions of Service Guidelines, Disaster and Emergency Management Policy.²⁵⁴

References

City of Vantaa (2009): Vantaa-Windhoek Co-operation. Project cycle 2008-2010. Application for 2010.

Jansa, Veera (2010): Response to the Strategies of the Southern Local Authorities Study Questionnaire for Project Coordinators. 1st March 2010.

Steenkamp, Zurilea (2010): Response to the Strategies of the Southern Local Authorities Study Questionnaire for Project Coordinators. 12th March 2010.

249 Steenkamp 2010.

250 Jansa 2010.

251 Steenkamp 2010.

252 Steenkamp 2010.

253 Steenkamp 2010.

254 Steenkamp 2010.

South Africa

Lahti City-Bojanala Platinum District Municipality Co-operation

Summary

The 2009/2010 Reviewed Integrated Development Plan of the Bojanala Platinum District Municipality discusses six Key Performance Areas, which set the priorities for each of the Key Performance Areas. The Key Performance Areas contain many key issues and challenges and objectives.

The Lahti-Bojanala Platinum District Municipality co-operation plan for 2010 concentrates on water resources protection and management and waste management. The objectives, results and activities of the Lahti-Bojanala Platinum District Municipality co-operation plan for 2010 are in conformity with the Water and Sanitation, Land and Environment Management, and Waste Management sections of the Key Performance Area 1: Basic Service Delivery & Infrastructure Investment. The objectives, results and activities of the project plan for 2010 address the majority of the key issues and challenges and objectives of these sections. The co-operation project plan for 2010 is also in conformity with the Key Performance Area 5: Good Governance and Public Participation, particularly with its objectives on community participation and reporting to the communities the performance of the Bojanala Platinum District Municipality with regard to the implementation of the priorities and objectives of the Integrated Development Plan.

1 Introduction

The present study first summarises the contents of the *2009/2010 Reviewed Integrated Development Plan* of the Bojanala Platinum District Municipality (BPDM) and the objectives, results and activities of the Lahti-Bojanala Platinum District Municipality co-operation project plan for 2010. The study then examines the correspondences between the *2009/2010 Reviewed Integrated Development Plan* and the Lahti-BPDM co-operation project plan for 2010. After the analysis the study summarises the responses of the Project Coordinators of the City of Lahti and BPDM to the study questionnaire in the Chapter “Views of the Project Coordinators”.

2 Overview on the Integrated Development Plan and the Project Plan for 2010

This Chapter gives a short introduction to the *2009/2010 Reviewed Integrated Development Plan* of the Bojanala Platinum District Municipality (BPDM) and the objectives, results and activities of the Lahti-Bojanala Platinum District Municipality co-operation project plan for 2010.

The 2009/2010 Reviewed Integrated Development Plan (IDP) of the Bojanala Platinum District Municipality (BPDM) consists of:²⁵⁵

- Executive Summary
 - Introduction and overview of Bojanala District Municipality
 - Demographics
 - Population Growth Rates in the Bojanala Platinum District
 - Literacy levels
 - Affordability
 - Unemployment
 - Powers and functions of the municipality
 - The 2009/10 Review Process;
- Situational Analysis: Status Quo Analysis per Key Performance Area (KPA)
 - Key Performance Area (KPA) 1: Basic Service Delivery & Infrastructure Investment. Includes water; sanitation; roads & transport; housing; education; health; social development; sports, arts & cultural issues; disaster management; fire and rescue services; safety and security; land and environmental management; waste management.
 - KPA 2: Municipal Transformation and Organisational Development
 - KPA 3: Local Economic Development
 - KPA 4: Municipal Financial Viability and Management
 - KPA 5: Good Governance and Public Participation
 - KPA 6: Spatial Rationale;
- Vision;
- Mission;
- Strategic Objectives and Development Strategies (summary of district strategic objectives aligned to the Key Performance Areas 1-5);
- Municipal Priorities. A list of district priorities as informed by the priorities of local municipalities developed during after conducting community needs analysis. These
 - priorities were taken into consideration during projects phase: 1) water and sanitation; 2) roads and storm water; 3) electricity; 4) land and housing; 5) economic development; 6) institutional development; 7) municipal health; 8) social services; 9) 2010 FIFA World Cup;
- Projects: provides information on the projects that will be implemented in all local municipalities within BPDM in the next financial years.

The Status Quo Analysis per Key Performance Area reflects the Key Performance Areas (KPAs) of the Local Government Strategic Agenda 2005-2011. Each KPA indicates status quo, challenges, objectives as well as the programmes for issues relating to it. In short, the sections on the KPAs set the priorities for each KPA.

In the Lahti-Bojanala Platinum District Municipality (BPDM) co-operation project in 2010 the co-operation partners are the City of Lahti and the Bojanala Platinum District Municipality with its five local municipalities of Kgetleng Rivier, Madibeng, Moretele, Moses Kotane and Rustenburg. According to the project plan for 2010, “BPDM is a District wide organisation, its mandate is to provide support, facilitation and co-ordination functions to develop and capacitate its five local municipalities which all have their own administrations”.²⁵⁶ The Municipality of Hollola from the Lahti region has been an additional partner from 2008 onwards. The municipality of Hollola and Moses Kotane Local Municipality started to form a municipal-to-municipal partnership in 2008.²⁵⁷ In 2010 similar development opportunities will be

²⁵⁵ Bojanala Platinum District Municipality 2009.

²⁵⁶ City of Lahti and Bojanala Platinum District Municipality 2009, p. 6.

²⁵⁷ City of Lahti and Bojanala Platinum District Municipality 2009, pp. 5–7.

explored between Nastola Municipality in the Lahti region and one of the BPDM Local Municipalities.²⁵⁸

The Lahti-Bojanala Platinum District Municipality co-operation project plan for 2010 describes the overall objectives of the whole co-operation in 2008–2010:²⁵⁹

- **The main overall objective as a long term development goal of the co-operation** is to strengthen the local environmental administration, more precisely the capacity building of the municipal environmental authorities and the development of better systems and practices in the administrations;
- **Promotion of sustainable development and tolerance education are other overall objectives.** The co-operation aims to increase capacity and raise awareness in the administration specifically on the importance of environmental protection and sustainable development. It is also important to strengthen and broaden the ownership in the partner municipalities. Technical expertise is transferred and best practices are shared between the partners. Emphasis is put on mutual learning and reciprocal activities;
- **The objectives that work both ways are** developing environmental management, increasing awareness of citizens about environmental issues and sustainable development, transferring and exchanging technical expertise (water management and monitoring, air quality and monitoring, climate protection assessment and implementation of methods, waste management as well as further development of information technology by video conferences and upgrading of the existing web sites with staff training).

The objectives and expected results of the co-operation in 2010 include:

General Objectives²⁶⁰

- Raising awareness in the administration on the importance of environmental protection and sustainable development;
- Technical expertise transfer on:
 - Local Agenda 21, water and air quality and waste management and communication technology (North to South);
 - Regional level environmental administration and integrated development planning as a tool for better environmental management (South to North);
- Increasing the awareness of citizens about environmental issues through Local Agenda 21 activities implemented by local governments;
- Promoting good governance and improving the capacity of the partners in global co-operation and project administrative practices;
- Improve and develop communication practices and technology between the partners and raise transparency in communication towards public.

Results²⁶¹

- Continuous process in BPDM to develop and enforce the environmental policy;
- Improved capacity in staff and administrative systems and practices to manage waste, water and air quality;
- Continuous Local Agenda 21 programmes and increased level of awareness on sustainable development;
- Raised transparency in the administration, better accessibility to different funding sources and increased capacity to administrate projects;
- Regular and accurate communication between the partners and public awareness about the co-operation and its topics.

258 City of Lahti and Bojanala Platinum District Municipality 2009, p. 14.

259 City of Lahti and Bojanala Platinum District Municipality 2009, p. 5.

260 City of Lahti and Bojanala Platinum District Municipality 2009, p. 8.

261 City of Lahti and Bojanala Platinum District Municipality 2009, p. 8–9.

Expected results of the co-operation from North to South²⁶²

- Building capacity of the local environmental administration;
- Raising awareness in the local administration on the importance of environmental protection and sustainable development;
- Raising awareness in the local administration on the climate change and global warming;
- Searching new approaches to fight and adapt the climate change and global warming;
- New approaches of technical expertise transfer on Local Agenda 21, water and air quality and waste management and communication technology;
- Waste management and lake remediation cooperation;
- Local Agenda 21 activities to increase the awareness of citizens about environmental issues.

Expected results of the co-operation from South to North²⁶³

- Raising awareness in the local administration on the importance of environmental protection and sustainable development;
- Raising awareness in the local administration on the climate change and global warming;
- Searching new approaches to fight and adapt the climate change and global warming;
- Increasing know-how on the district level administration to Lahti Regional administration;
- IDP as a tool for better environmental management;
- Awareness raising regarding new and different methods and practices on the environmental field as part of the sustainable development globally
 - Community driven and grass-root level approach in environmental issues and activities
 - Tolerance education.

The activities of the co-operation in 2010 include:²⁶⁴

1. **Development of sustainability and environmental management.** BPDm has through its own budget procured external environmental consultants to develop the environmental management system plan that was completed by September 2009. As part of the development of this plan, experts from the City of Lahti administration were commenting on the plan throughout its development. As the environmental management system is now up and running, there will be no development activities concerning the sustainability and environmental management during this period. For this reason no cost or personnel will be appointed to these activities for the period 2010.

2. **Development of the peer review activity.** Peer review of waste management will be conducted for South by North. The reviewer will get acquainted with the waste management situation in BPDm, assess the new waste management facilities in Rustenburg and give recommendations for future development. The names of the two people from Lahti conducting the peer review will be informed at a later stage.

3. **Strengthen and broaden the ownership in partner municipalities.** In 2008 an informal municipal-to-municipal partnership was formed between the local municipalities of Hollola and Moses Kotane. The Municipality of Moses Kotane was visited again in March 2009 in order to strengthen the willingness for cooperation with Hollola. The discussions were fruitful over following issues: possible eco-tourism activities, further exploring on best practices related to infrastructure, promoting of water monitoring cooperation and the impact of mining to the environment. Now similar

262 City of Lahti and Bojanala Platinum District Municipality 2009, p. 9.

263 City of Lahti and Bojanala Platinum District Municipality 2009, p. 9.

264 City of Lahti and Bojanala Platinum District Municipality 2009, pp. 14–16.

development opportunities are explored concerning Nastola Municipality. The plan is to link Nastola Municipality with one of the BPDM LMs to strengthen their involvement in the cooperation. This will be achieved through a co-operation visit.

4. **Environmental awareness.** To promote environmental awareness, a Sustainable Communication and Information Centre for Hartebeespoort Dam is being planned. This centre will serve as an information centre on sustainable development for the community and businesses.

5. **Waste management.** The Rustenburg Local Municipality is continuously developing their waste management. The Lahti Region Waste Management Company has served as a model for the new waste transfer station in Rustenburg. The Northern experiences are further utilized in the planning of a Sustainable Waste Management Centre for Rustenburg. The centre will serve as a recycling centre, where used household and electronic goods will be repaired and recycled. It is also going to have an educational purpose. Implementing ideas from Lahti, the Centre already has an educational energy kitchen in place and other educational features are being planned.

6. **Promotion of the remediation plans on Bospoort and Hartbeespoort Dam.** The remediation work on Bospoort and Hartbeespoort Dams continues. The water quality monitoring activities are ongoing and the remediation processes remain crucial and require supporting. Due to the lake remediation expertise gained in Lahti, the North has an important advisory role in the remediation planning. In addition, co-operation with the tribal authorities of Royal Bafokeng continues.

7. **Expertise (Employee) exchange – long term.** Exchange of officials in 2010 will focus on waste management. The exchange will be conducted from South to North, so that an official from BPDM will be travelling to Lahti for a longer period for on the job training. The employee will be working in the Lahti Region Waste Management Company, Päijät-Häme Waste Disposal Ltd. The employee exchange will be integrated with the Peer Review activity. The person coming to work in Päijät-Häme Waste Disposal Ltd. will be a waste management official from Rustenburg Local Municipality.

8. **Development of Internet based communication methods.** Staff training and communication technology upgrading will be conducted in BPDM to facilitate webpage development and video conferencing. So far, the video conferencing has been hindered by the lack of adequate, reliable technology and skills to use system. Functional video conferencing would increase contacts between the partners and facilitate information sharing. The video conferencing system is also intended to be used between the local municipalities of the South. The upgrading of the technology and the staff training will require expert consultancy. BPDM plans to hire a new technical support person who would, among other responsibilities, take care of video conferences and staff training.

9. **Water monitoring cooperation.** Water monitoring upgrading and staff training will be continued from North to South by new portable field laboratory devices that will be set in use in BPDM in 2010.

3 Correspondences between the Integrated Development Plan and the Project Plan for 2010

The *2009/2010 Reviewed Integrated Development Plan* of the Bojanala Platinum District Municipality (BPDM) was prepared by gleaning information from the yearly plans of each Department of the BPDM.²⁶⁵ The Lahti-BPDM co-operation project is housed under the Department of Community Development Services of BPDM.²⁶⁶

Table 1 below discusses the correspondences between the six Key Performance Areas and the Lahti-Bojanala Platinum District Municipality project plan for 2010, which

265 Kanjee 2010.

266 City of Lahti and Bojanala Platinum District Municipality 2009, p. 6.

can be found from among all the key issues/challenges and objectives of the six Key Performance Areas.

Table 1. Correspondences between the BPDM 2009/2010 Reviewed Integrated Development Plan and the Project Plan for 2010

| BPDM: 2009/2010 REVIEWED INTEGRATED DEVELOPMENT PLAN | LAHTI-BPDM PROJECT PLAN 2010 |
|---|---|
| Key Performance Area 1: Basic Service Delivery & Infrastructure Investment: Water and Sanitation | General Objectives, Results and Activities |
| <p>Key issues and challenges:</p> <ul style="list-style-type: none"> • Mines disproportionate consumption of potable water; • Influx caused by the mines; • Poor sanitation in predominantly rural and tribal areas; • Lack of capacity in other local municipalities to execute their function as Water Service Authorities; • The BPDM is largely dependent on water from sources external to the district (totalling approximately 33 595ml/year); • The overall water consumption within the district is likely to increase by at least 65Ml/day over the next 5 years; • Deteriorating water quality in Hartebeespoort Dam and Crocodile River; • Capacity and levels of maintenance of sewage treatment plants in the district and potential impact on surface and groundwater sources; • Potential impact of the extensive use of unimproved pit latrines in rural areas on the quality of ground water sources which are used extensively as source of potable water supply in these areas; • Required resources, especially budget to eradicate the estimated backlog of households without basic level of water and sanitation; • Provision of water and sanitation to schools and clinics with no or inadequate access. <p>Key objectives:</p> <ul style="list-style-type: none"> • The provision of sustainable services; • Water resource management; • Institutional arrangements. <p>District-wide objectives relating to water services (including sanitation):</p> <ul style="list-style-type: none"> • To provide basic water and sanitation infrastructure to all communities, specifically rural areas; • To provide services at appropriate standards at rates that are financially sustainable to end-users; • The need to supplement both bulk water supply and reticulation infrastructure; • To improve the quality of water delivered to all end-users within the district; • The need for stakeholder involvement in the services planning. <p>District-wide objectives relating to water resource management:</p> <ul style="list-style-type: none"> • To manage impacts on the utilization and quality of both surface and ground water resources; • To reduce the level of unaccounted for water in the district through appropriate demand management strategies; • To contribute towards the financial sustainability of Water Services Authorities through appropriate | <p>General objectives:</p> <ul style="list-style-type: none"> • Raising awareness in the administration on the importance of environmental protection and sustainable development; • Technical expertise transfer on: <ul style="list-style-type: none"> - Local Agenda 21, water and air quality and waste management and communication technology (North to South), - Regional level environmental administration and integrated development planning as a tool for better environmental management (South to North); • Increasing the awareness of citizens about environmental issues through Local Agenda 21 activities implemented by local governments; • Promoting good governance and improving the capacity of the partners in global co-operation and project administrative practices. <p>Results:</p> <ul style="list-style-type: none"> • Continuous process in BPDM to develop and enforce the environmental policy; • Improved capacity in staff and administrative systems and practices to manage waste, water and air quality; • Continuous Local Agenda 21 programmes and increased level of awareness on sustainable development; • Raised transparency in the administration, better accessibility to different funding sources and increased capacity to administer projects. <p>Activities:</p> <ul style="list-style-type: none"> • Development of sustainability and environmental management (environmental policy development and enforcement and the development of environmental reviewing processes); • Environmental awareness (Planning of a Sustainable Communication and Information Centre for Hartebeespoort Dam. The Centre will serve as an information centre on sustainable development for the community and businesses); • Promotion of the remediation plans on Bospoort and Hartbeespoort Dam (water quality monitoring and remediation processes); • Water monitoring cooperation (water monitoring upgrading and staff training from North to South by new portable field laboratory devices that will be set in use in BPDM in 2010). |

Table 1. Correspondences between the BPDM 2009/2010 Reviewed Integrated Development Plan and the Project Plan for 2010 *Continued*

| | |
|--|--|
| <p>cost recovery mechanisms;</p> <ul style="list-style-type: none"> • To introduce appropriate water use conservation and protection strategies. <p>Objectives relating to institutional arrangements:</p> <ul style="list-style-type: none"> • To develop the institutional capacity of Water Services Authorities; • To finalize all institutional arrangements including the formalization of all agreements between Water Services Authority and bulk and retail Water Service Providers; • Local municipalities to develop and/or update Water Services Development Plans. | |
| <p>Key Performance Area 1: Basic Service Delivery & Infrastructure Investment: Land and Environment Management</p> | <p>General Objectives, Results and Activities</p> |
| <p>Key issues and challenges:</p> <ul style="list-style-type: none"> • The need for improved air and water quality in the district. <p>Objectives:</p> <p>In terms of the District Environmental Management Policy, council commits itself to continually improve its environmental performance, beyond the requirements of current legislation or regulation. In this respect it will specifically endeavour to:</p> <ul style="list-style-type: none"> • Encourage the reduced consumption of water, energy and other natural resources; • Pursue progressive waste reduction, reuse and recycling initiatives to reduce the amount of waste generated from Council activities and within the District; • Ensure and encourage the provision of effective waste management services to all the communities within the District area of jurisdiction; • Encourage the prevention and minimization of environmental pollution to air, water and land within the District to maintain and improve the health and welfare of the public; • Support the rehabilitation of polluted water and land areas within the District; • Provide environmental education and training within the Council and its staff on the implementation of this Policy and promote environmental education within the whole community. <p>In order to achieve the objectives, the Council will implement an Environmental Management System (EMS) which is currently being developed by service provider appointed in October 2008. The system will:</p> <ul style="list-style-type: none"> • Be integrated into the existing management practices of the municipality; • Set objectives and implement programmes in order to minimize the negative environmental effects and increase the positive effects of the Council's activities; • Apply to all activities undertaken by the Council, including contracted out services as new contracts are negotiated; • Publish at appropriate intervals, a Statement of the Council's environmental performance; • Include mechanisms for consultation with both regulatory bodies and the public. | <p>General objectives:</p> <ul style="list-style-type: none"> • Raising awareness in the administration on the importance of environmental protection and sustainable development; • Technical expertise transfer on: <ul style="list-style-type: none"> – Local Agenda 21, water and air quality and waste management and communication technology (North to South), – Regional level environmental administration and integrated development planning as a tool for better environmental management (South to North); • Increasing the awareness of citizens about environmental issues through Local Agenda 21 activities implemented by local governments; • Promoting good governance and improving the capacity of the partners in global co-operation and project administrative practices. <p>Results:</p> <ul style="list-style-type: none"> • Continuous process in BPDM to develop and enforce the environmental policy; • Improved capacity in staff and administrative systems and practices to manage waste, water and air quality; • Continuous Local Agenda 21 programmes and increased level of awareness on sustainable development; • Raised transparency in the administration, better accessibility to different funding sources and increased capacity to administrate projects. <p>Activities:</p> <ul style="list-style-type: none"> • Development of sustainability and environmental management (environmental policy development and enforcement and the development of environmental reviewing processes); • Development of the peer review activity (peer review of waste management will be conducted for South by North); • Environmental awareness (Planning of a Sustainable Communication and Information Centre for Hartebeespoort Dam. The Centre will serve as an information centre on sustainable development for the community and businesses); • Waste Management (Planning of a Sustainable Waste Management Centre for Rustenburg. The Centre will serve as a recycling centre, where used household and electronic goods will be repaired and recycled. It is also going to have an educa- |

Table 1. Correspondences between the BPDM 2009/2010 Reviewed Integrated Development Plan and the Project Plan for 2010 *Continued*

| | |
|---|---|
| | <p>tional purpose);</p> <ul style="list-style-type: none"> • Promotion of the remediation plans on Bospoort and Hartbeespoort Dam (water quality monitoring and remediation processes); • Expertise (Employee) exchange – long term (Exchange of officials in 2010 will focus on waste management. The exchange will be conducted from South to North. The employee exchange will be integrated with the Peer Review activity); • Water monitoring cooperation (water monitoring upgrading and staff training from North to South by new portable field laboratory devices that will be set in use in BPDM in 2010). |
| <p>Key Performance Area 1: Basic Service Delivery & Infrastructure Investment: Waste Management</p> | <p>General Objectives, Results and Activities</p> |
| <p>Key issues/challenges:</p> <ul style="list-style-type: none"> • Environmental conditions on many of the landfill sites are very poor; • Informal salvaging takes places at almost all landfill sites; • Use of sites not designed for waste disposal; • Very little manpower and equipment/vehicles; • Practices of disposing problematic wastes; • Availability of environmentally and publicly acceptable airspace. <p>Objectives:</p> <ul style="list-style-type: none"> • Organisational and Institutional structure, Finances and Resources: To create, maintain and continuously improve on an effective, adequately resourced and financed, harmonized organizational structure for waste management, which includes for effective institutional interaction with local municipalities, and which will guarantee co-operative governance; • By-laws: To develop new by-laws that reflect the mandate and vision of the BPDM, which are compliant with current legislation, and which will assist in coordinating and consolidating by-law requirements of local municipalities and the BPDM within the jurisdictional area; • Waste Information System: To develop an appropriate operational information system, which will identify, qualify and quantify waste streams generated in the District, from generators of waste, waste practices to disposal of waste, and that will allow for the successful management of waste throughout the district; • Waste management services: Ensure/encourage the provision of effective and legal waste management services to all communities within the District area of Jurisdiction - Environmental Policy; • Waste Minimisation and Recycling: Pursue progressive waste reduction, reuse and recycling initiatives to reduce the amount of waste generated from Council activities and within the District (where appropriate exceeding Government targets) - Environmental Policy; • Disposal: To ensure that only environmentally and publicly acceptable landfills are operational throughout the district, that regionalisation of disposal facilities is promoted and enforced and that planning is formalised to ensure sufficient | <p>General objectives:</p> <ul style="list-style-type: none"> • Raising awareness in the administration on the importance of environmental protection and sustainable development; • Technical expertise transfer on: <ul style="list-style-type: none"> - Local Agenda 21, water and air quality and waste management and communication technology (North to South) - Regional level environmental administration and integrated development planning as a tool for better environmental management (South to North); • Increasing the awareness of citizens about environmental issues through Local Agenda 21 activities implemented by local governments; • Promoting good governance and improving the capacity of the partners in global co-operation and project administrative practices. <p>Results:</p> <ul style="list-style-type: none"> • Continuous process in BPDM to develop and enforce the environmental policy; • Improved capacity in staff and administrative systems and practices to manage waste, water and air quality; • Continuous Local Agenda 21 programmes and increased level of awareness on sustainable development; • Raised transparency in the administration, better accessibility to different funding sources and increased capacity to administer projects. <p>Activities:</p> <ul style="list-style-type: none"> • Development of sustainability and environmental management (environmental policy development and enforcement and the development of environmental reviewing processes); • Development of the peer review activity (peer review of waste management will be conducted for South by North); • Waste Management (Planning of a Sustainable Waste Management Centre for Rustenburg. The Centre will serve as a recycling centre, where used household and electronic goods will be repaired and recycled. It is also going to have an educational purpose); • Expertise (Employee) exchange – long term (Exchange of officials in 2010 will focus on waste management. The exchange will be conducted from South to North. The employee exchange will be integrated with the Peer Review activity). |

Table 1. Correspondences between the BPD 2009/2010 Reviewed Integrated Development Plan and the Project Plan for 2010 *Continued*

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|---|--|
| <p>long-term waste disposal capacity;</p> <ul style="list-style-type: none"> • Education and Awareness: Provide environmental education and training within the Council and its staff on the implementation of this Policy and promote environmental education within the whole community - Environmental Policy. | |
| <p>Key Performance Area 5: Good Governance and Public Participation</p> | <p>General Objectives, Results and Activities</p> |
| <p>Objectives:</p> <ul style="list-style-type: none"> • Ensure stakeholder participation: The Municipal Systems Act requires a municipality to develop a culture of municipal governance that complements formal representative government with a system of participatory governance. The District will ensure the strengthening of ward committees at local municipality level through capacity building, communication and consultation on key policy decisions of Council. Council will, through appropriate mechanisms, report to communities the performance of the municipality with regard to the implementation of the priorities and objectives of the IDP. Includes projects e.g. on community participation, consultations and empowerment, and to develop and implement community participation strategies. | <p>General objectives:</p> <ul style="list-style-type: none"> • Increasing the awareness of citizens about environmental issues through Local Agenda 21 activities implemented by local governments; • Promoting good governance and improving the capacity of the partners in global co-operation and project administrative practices; • Improve and develop communication practices and technology between the partners and raise transparency in communication towards public. <p>Results:</p> <ul style="list-style-type: none"> • Continuous Local Agenda 21 programmes and increased level of awareness on sustainable development; • Raised transparency in the administration, better accessibility to different funding sources and increased capacity to administrate projects; • Regular and accurate communication between the partners and public awareness about the co-operation and its topics. <p>Activities:</p> <ul style="list-style-type: none"> • Environmental awareness (Planning of a Sustainable Communication and Information Centre for Hartebeespoort Dam. The Centre will serve as an information centre on sustainable development for the community and businesses); • Waste Management (Planning of a Sustainable Waste Management Centre for Rustenburg. The Centre will serve as a recycling centre, where used household and electronic goods will be repaired and recycled. It is also going to have an educational purpose); • Development of Internet based communication methods: webpage development and video conferencing. |
| <p>Key Performance Area 1: Basic Service Delivery & Infrastructure Investment: Roads & Transport; Housing; Education; Health; Social Development; Sports, Arts & Cultural Issues; Disaster Management; Fire & Rescue Services; Safety & Security</p> | – |
| <p>Key Performance Area 2: Municipal Transformation and Organisational Development</p> | – |
| <p>Key Performance Area 3: Local Economic Development</p> | – |
| <p>Key Performance Area 4: Municipal Financial Viability and Management</p> | – |
| <p>Key Performance Area 6: Spatial Rationale</p> | – |

Sources: Bojanala Platinum District Municipality 2009, pp. 22–129; City of Lahti and Bojanala Platinum District Municipality 2009, pp. 14–17, Logical Framework Matrix.

Table 1 above does not contain all the key issues/challenges and objectives of each Key Performance Area discussed in the Table, but a large share of them. Table 1 contains all

the objectives, results and activities of the project plan for 2010, with the exception of the activities of strengthening and broadening the ownership in partner municipalities.

The activity of strengthening and broadening the ownership in partner municipalities is not discussed in Table 1 above because the project plan for 2010 does not define precisely which objectives and activities will be discussed in the discussions between Nastola Municipality and one of the BPDM Local Municipalities. This is because the discussions were still to be held at the time of the preparation of the project plan. The project plan states that the discussions will aim at similar development opportunities as between the Municipalities of Hollola and Moses Kotane (eco-tourism activities, further exploring on best practices related to infrastructure, promoting of water monitoring cooperation and the impact of mining to the environment). It is very likely that also this activity will be in conformity with the Reviewed Integrated Development Plan 2009/2010 of BPDM. Therefore it can be concluded that **the objectives, results and activities of the Lahti-BPDM co-operation project plan for 2010 are in conformity with the 2009/2010 Reviewed Integrated Development Plan of BPDM.**

4 Views of the Project Coordinators

This section summarises the responses of the Project Coordinators of the City of Lahti and the Bojanala Platinum District Municipality (BPDM) to the study questionnaire sent to them in January 2010 (please refer to Appendix 1).

The section “Processes of Creating the Strategic Plans in the North and the South” summarises also the information given in the *2009/2010 Reviewed Integrated Development Plan* of the BPDM on the preparation of the Integrated Development Plan.

4.1 Strategies for International Co-Operation in the North and the South

According to the Project Coordinator of the City of Lahti, “the Lahti City Strategy 2025 states that Lahti strives to be ‘an internationally renowned environmentally focused city and a strong centre of environmental expertise and business’. This is one of the strategic success factors identified in the strategy. The guidelines defined in the strategy are applied in all operations and development of the city.”²⁶⁷

According to the Project Coordinator of the Bojanala Platinum District Municipality (BPDM), international co-operation or international activities are not mentioned in the 2009/2010 Reviewed Integrated Development Plan. BPDM does not have a separate strategy for international co-operation.²⁶⁸

4.2 Processes of Creating the Strategic Plans in the North and the South

Lahti: “The process for creating the new strategy started in January 2009 and involved several council seminars and work carried out in the management group, the strategy team, and the various service departments. Also, the latest research results and statistical information were utilised as background material.”²⁶⁹

“During the process, strategic values and operating principles were defined and the current situation of the city, the change in its external operating environment, and emerging strategic possibilities and challenges were assessed. The new vision of the City of Lahti, the related strategic goals and success factors, and the indicators or assessment criteria related to each of the success factors form the fundamental element of the strategy.”²⁷⁰

267 Aalto 2010.

268 Kanjee 2010.

269 Aalto 2010.

270 Aalto 2010.

“The core of the strategy was initially discussed at a meeting on 1 June 2009, and the strategy work continues. A complementary implementation plan that presents the essential strategic measures, responsibilities, and the long-term target levels for indicators will be prepared. Simultaneously the plan will be complemented with the addition of any missing indicators and, if necessary, projects will be launched to develop these.”²⁷¹

“The implementation of the strategy will be evaluated in mid-term (in 2010) and more extensively at the end of the council term, in 2012. The indicators related to the success factors and their target levels form an essential evaluation metric.”²⁷²

Bojanala Platinum District Municipality: “Information is gleaned from each Department’s yearly plans.”²⁷³

According to the 2009/2010 Reviewed Integrated Development Plan of the Bojanala Platinum District Municipality (BMDP), the key components which informed the formulation of the 5 year Integrated Development Plan (IDP) including the subsequent reviews (including the 2009/2010 review process) consist of the following:²⁷⁴

- At a national level, the Medium Term Strategic Framework and its 24 Apex Priorities, as well as applicable national policy framework relevant to the various key strategic focus areas are responded to and guide the content of the IDP;
- It also considered the relevance of the National Spatial Development Perspective to the Bojanala Platinum District, and important initiative such as the Accelerated and Shared Growth Initiative for South Africa (ASGISA) and the five year local government strategic agenda 2006-2011 as adopted by the Presidential Coordinating Council;
- At a provincial level, an important guiding document was the Provincial Growth and Development Strategy which, in turn was informed by a host of provincial strategies and sector plans. This Provincial Growth and Development Strategy provides a framework for the development of the province over the next 10 years and provides a common vision, goals and objectives that should be achieved over the next decade; The strategy is also in the process of being reviewed and the reviewed document will be taken into consideration in the 2010/11 review process;
- During 2005 the district initiated a process to prepare a District Growth and Development Strategy aimed at establishing a common vision for growth and development within the district and which is aligned with and informed by the Provincial PGDS. This district Growth and Development Strategy outlines the key issues and challenges facing the district and provides an overview of the required strategic responses to these issues. This document thus provides an important link between the Provincial Growth and Development Strategy and the more detailed planning processes undertaken by both the district and local municipalities;
- Community needs and priorities as identified during the community participation process of local municipalities;
- The district IDP was also informed by a number of District sector plans as well as other legislation and strategies from other spheres of government;
- The IDP was also informed by the results of a strategic planning session as well as the 2008/09 mid-year performance review held by the administrative and political leadership of the district at the end of January 2009.

The 2009/2010 Reviewed Integrated Development Plan provides a Table on the roles and responsibilities of various key players in the 2009/2010 review process of the 5-year Integrated Development Plan (IDP), which is presented in Table 2 below.

271 Aalto 2010.

272 Aalto 2010.

273 Kanjee 2010.

274 Bojanala Platinum District Municipality 2009, pp. 16–19.

Table 2. Roles and Responsibilities of Various Key Role Players

| Structure(s)/Person(s) | Roles & Responsibilities |
|---|--|
| Council | <ul style="list-style-type: none"> - Adopts and approve the IDP Review. - Responsible for the overall management, coordination and monitoring of the IDP review process |
| Executive Mayor | <ul style="list-style-type: none"> - Provides political guidance over the budget process and the priorities that must guide the preparation of a budget. |
| Members of Mayoral Committee Municipal Manager | <ul style="list-style-type: none"> - Recommend the approval of the IDP review to Council - Manages and coordinates the review process. - Ensures that all departments fit in the organizational vision |
| Structure(s)/Person(s) | Roles & Responsibilities |
| IDP Manager/officer | <ul style="list-style-type: none"> - Offer strategic guidance and management to the review process - Ensures that implementation takes place within the available resources - Ensures that all relevant stakeholders are appropriately involved |
| IDP Management Committee | <ul style="list-style-type: none"> - Monitor, evaluate progress and provide feedback - Provide technical guidance to review process in all municipalities - Ensure and maintain integration and alignment - Standardize the planning processes - Recommend corrective measures |
| Budget Management Committee | <ul style="list-style-type: none"> - Ensure alignment of proposed budget with IDP; - Ensure that sufficient funding is provided on the budget for projects as per IDP; - Record realistic revenue and expenditure projections for current and future years; - Take cognizance of national, provincial budgets, DORA and national fiscal and macro-economic policy; |
| IDP Representative Forum | <ul style="list-style-type: none"> - Represents the interests of the constituencies in the IDP Review - Ensures communication between all stakeholders - Provide planning information - Assist in projects and budgeting linkages |
| Communities | <ul style="list-style-type: none"> - Participate in the IDP Rep Forum - Identify and prioritise the needs - Discuss and comment on the draft IDP review document |
| Private Sector | <ul style="list-style-type: none"> - Inclusion of their projects in the IDP of the municipality - Provide information on the opportunities that the communities may have in the private sector |

Source: Bojanala Platinum District Municipality 2009, Table 5, p. 20.

4.3 Conformity with the Integrated Development Plan of the Bojanala Platinum District Municipality

Both of the Project Coordinators in the City of Lahti and the Bojanala Platinum District Municipality (BPDM) note that the co-operation areas of the Lahti-Bojanala Platinum District Municipality co-operation project plan for 2010 are in accordance with the Environmental Management System (EMS) and the Integrated Waste Management Plans (IWMP) prepared by the Department of Community Development Services of BPDM.²⁷⁵

4.4 Actors Involved in Defining the Areas and Sectors of Co-Operation

Lahti and Bojanala Platinum District Municipality: The co-operation areas were determined by a steering committee consisting of politicians and officials representing the City of Lahti and the Bojanala Platinum District Municipality.²⁷⁶

²⁷⁵ Aalto 2010; Kanjee 2010.

²⁷⁶ Aalto 2010; Kanjee 2010.

4.5 Meeting the Needs of the Bojanala Platinum District Municipality

Lahti: “Raising environmental awareness, building of environmental management system, capacitating waste management as well as water protection and lake remediation are all important development areas in BPDM. Through the transfer of technical expertise and operating models from Lahti and the capacitating of the personnel, good results have been accomplished in the waste management and water protection development in the South. Also, the progress in the environmental management in BPDM has been continuous and the North-South cooperation has supported and assisted this development.”²⁷⁷

Bojanala Platinum District Municipality: “Bojanala Platinum District Municipality’s ‘Environmental Policy’ indicates the importance of environmental management within the District as it crosscuts on all the development sectors of Bojanala Platinum District Municipality.”²⁷⁸

4.6 Other Strategies of the Bojanala Platinum District Municipality

Gender

The gender strategy is incorporated in the ‘Employment Equity Plan’, which is a National Directive.

Environmental sustainability and/or sustainable development

Bojanala Platinum District Municipality has an environmental policy and the Integrated Waste Management Plan, which has been revised. The production of the Environmental Management System document has been commissioned recently.²⁷⁹

Other strategies or policies

Various strategies and plans as indicated in the 2009/2010 Reviewed Integrated Development Plan of the Bojanala District Municipality.²⁸⁰

References

Aalto, Anna (2010): Response to the Strategies of the Southern Local Authorities Study Questionnaire for Project Coordinators. 21st January 2010.

Bojanala Platinum District Municipality (2009): *2009/2010 Reviewed Integrated Development Plan*.

City of Lahti and Bojanala Platinum District Municipality (2009): Application for implementation of co-operation between Bojanala Platinum District Municipality, South Africa, and City of Lahti, Finland. 28th October 2009.

Kanjee, Bhikhubhai (2010): Response to the Strategies of the Southern Local Authorities Study Questionnaire for Project Coordinators. 18th January 2010.

277 Aalto 2010.

278 Kanjee 2010.

279 Kanjee 2010.

280 Kanjee 2010.

Swaziland

Salo City-Mbabane City Co-operation

Summary

The Strategic Plan 2008–2012 of the Municipal Council of Mbabane discusses six topics, which are analysed by using a SWOT/PESTEL analysis. The topics are Human Resources, Communication, HIV/AIDS, Services, Finance and Economic Development, and Corporate Governance. Each topic includes a summary of the results of the SWOT analysis, strategic objectives or strategic directions, and an activity plan. The strategic objectives and strategic directions of the Strategic Plan are formulated based on mainly the weaknesses and threats identified in the SWOT/PESTEL analysis of the Strategic Plan. The activity plan is a strategy to convert each weakness and threat identified in the SWOT/PESTEL analysis.

The Salo-Mbabane project plan for 2010 includes three components:

- Component 1: Sustainable development coping with urban growth;
- Component 2: Local economic development and administrative capacity building;
- Component 3: Better health through physical activity for children and youngsters.

Each of the three project components consists of subcomponents.

Component 1: sustainable development coping with urban growth is fully in conformity with all the strategic objectives and activities of the Services topic of the Strategic Plan, and one of the four strategic directions of the topic of Finances and Economic Development along with its activities.

Component 2: local economic development and administrative capacity building is in conformity with all the strategic directions and activities of the topic Finance and Economic Development of the Strategic Plan. In addition, the subcomponent of gender equality work is in conformity with some of the strategic objectives and activities of the topic of Human Resources. The gender equality work subcomponent might also be relevant in achieving many other strategic objectives and strategic directions set in the Strategic Plan.

Component 3: better health through physical activity for children and youngsters is in conformity with strategic objective and some of the activities of the topic of Services of the Strategic Plan.

1 Introduction

The present study first summarises the contents of the Strategic Plan 2008–2012 of the Municipal Council of Mbabane. The study then examines the correspondences between the Strategic Plan of the Municipal Council of Mbabane and the Salo-Mbabane co-operation project plan for 2010. After the analysis the study summarises the re-

sponses of the Project Coordinators of the Municipal Council of Mbabane and the City of Salo to the study questionnaire in the Chapter “Views of the Project Coordinators”.

2 Strategic Plan 2008–2012 of the Municipal Council of Mbabane

The *Strategic Plan 2008–2012* of the Municipal Council of Mbabane defines the Vision and Mission Statement of the Municipal Council of Mbabane:²⁸¹

- Vision: “The City of Mbabane Will be the Preferred Destination in Southern Africa”;
- Mission Statement: “To Stimulate Economic Growth and Provide All Stakeholders with Quality Services and Good Governance”.

The Strategic Plan discusses six topics, which are analysed by using a SWOT/PESTEL²⁸² analysis.

The topics are Human Resources, Communication, HIV/AIDS, Services, Finance and Economic Development, and Corporate Governance. The analysis under each topic is specific to that particular topic only.

Each topic includes a summary of the results of the SWOT analysis, strategic objectives or strategic directions, and an activity plan.

According to the Strategic Plan, the strategic objectives and strategic directions of the Strategic Plan are formulated based on mainly the weaknesses and threats identified in the SWOT/PESTEL analysis of the Strategic Plan. The Strategic Plan also states that the strategic objectives and strategic directions “are not specific to each weakness and threat”. The activity plan is a strategy to convert each weakness and threat identified in the SWOT/PESTEL analysis.²⁸³ The activity plans of each topic are presented in tabular form, which indicate the activities, responsibilities, time frame, indicators, the implementing department/official, and budget.

3 Correspondences between the Strategic Plan and the Project Plan for 2010

This Chapter discusses the correspondences between the priorities set in the Strategic Plan 2008–2012 of the Municipal Council of Mbabane and the components of the Salo-Mbabane co-operation project plan for 2010.

3.1 Overview on the Correspondences

The City of Salo and the Municipal Council of Mbabane have co-operated within the North-South Local Government Co-operation Programme since the Programme’s pilot phase in 2002–2004. Many of the activities of the project plan for 2010 build on the previous years’ objectives and activities. The title of the co-operation project in 2010 is “Mbabane and Salo Developing Together”.

In 2009–2010 the co-operation between Salo and Mbabane consists of three main components:²⁸⁴

- Component 1: Sustainable development coping with urban growth;
- Component 2: Local economic development and administrative capacity building;

281 Municipal Council of Mbabane 2008, p. 4.

282 ‘SWOT’ stands for Strengths, Weaknesses, Opportunities and Threats, and ‘PESTEL’ stands for Political, Economical, Social, Environmental and Legal.

283 Municipal Council of Mbabane 2008, p. 5.

284 City of Salo and Municipal Council of Mbabane 2009, p. 8, Logical Framework Matrix.

- Component 3: Better health through physical activity for children and youngsters.

Each component includes subcomponents. The subcomponents can also be considered as the objectives of the components (see pages 8, 11 and 14 of the project plan for 2010).

As will be discussed in the Sections on the three components of the Salo-Mbabane co-operation project plan for 2010 below, the components are fully in conformity with the Strategic Plan 2008–2012 of the Municipal Council of Mbabane. The components address either all or some of the strategic objectives, strategic directions and activities of each topic. The correspondences are summarised in Table 1 below.

Table 1. Overview on the Correspondences between the Strategic Plan 2008–2012 of the Municipal Council of Mbabane and the Project Plan for 2010

| STRATEGIC PLAN | PROJECT COMPONENT |
|----------------------------------|---|
| Human Resources | • Local Economic Development and Administrative Capacity Building. |
| Communication | - |
| HIV/AIDS | - |
| Services | • Sustainable development coping with urban growth; |
| Finance and Economic Development | • Better health through physical activity for children and youngsters. • Sustainable development coping with urban growth; • Local Economic Development and Administrative Capacity Building. |
| Corporate Governance | - |

3.2 Sustainable Development Coping with Urban Growth Component

According to the Salo-Mbabane co-operation project plan for 2010, “the current phase of the component I will focus on the same issues and activities it has done earlier, although the cooperation will focus more on environmental issues like management and policy making. Also the SOER (State of environment report) is established as a practical tool for environmental management at the departments of the city council of Mbabane.”

The objectives and activities (which form the subcomponents) of the sustainable development coping with urban growth component concentrate on:²⁸⁵

1. Developing and establishing the environment policy of the City of Mbabane (including environmental management system and tools);
2. Developing further the GIS system in Mbabane, which was created in the previous years of the co-operation project;
3. To continue with the activities of the waste information that has been established within Municipality Council of Mbabane (Waste Information Centre: environmental education and public private partnerships in waste management e.g. recycling);
4. University of Applied Sciences involvement to ensure the sustainability of the Environmental Health Education Project (EHEP);
5. To assist in the creation of Urban Design Plan for the centre of Mbabane.

Table 2 below discusses the correspondences between the topics of the Strategic Plan 2008–2012 of the Municipal Council of Mbabane and the component 1: sustainable development coping with urban growth of the Salo-Mbabane co-operation project plan for 2010. The table shows the correspondences which can be found from among all the six topics of the Strategic Plan. According to the Strategic Plan, the strategic objectives, strategic directions and activities of the Strategic Plan are formulated based

285 City of Salo and Municipal Council of Mbabane 2009, pp. 8–11.

on mainly the weaknesses and threats identified in the SWOT/PESTEL²⁸⁶ analysis of the Strategic Plan. As the strategic objectives and directions “are not specific to each weakness and threat”²⁸⁷, Table 2 shows all the weaknesses and threats listed in the discussions on the topics irrespective of their relation to each specific strategic objective or strategic direction.

Table 2. Correspondences between the Strategic Plan 2008–2012 and the Sustainable Development Coping with Urban Growth Component

| MUNICIPAL COUNCIL OF MBABANE: STRATEGIC PLAN 2008–2012 | | SALO-MBABANE PROJECT PLAN 2010 |
|---|--|--|
| Services | | Component 1: Sustainable development coping with urban growth |
| Weaknesses and Threats | Strategic Objectives and Activities | |
| <p>Weaknesses:</p> <ul style="list-style-type: none"> • Sanitation services are generally poor; • Environmental monitoring services are poor; • Pavements and parking services are poor; • Recreational facilities are poor; • Cemetery services are poor; • Overall informal trading is poor; • Land subdivision in the informal sector is poor; • Overall HIV/AIDS services is poor. <p>Threats:</p> <ul style="list-style-type: none"> • Poor sanitation services can chase away tourists; • Overgrown bushes can compromise safety and chase away tourists. | <p>Strategic objective: To provide, strengthen and improve service-delivery in line with the town planning scheme and results from stakeholder surveys.</p> <p>Activities:</p> <ul style="list-style-type: none"> • Public toilets: <ul style="list-style-type: none"> - Develop policy to enforce provision of and accessibility to toilets in private business premises; - Council to provide public toilets where there are public facilities e.g. recreational facilities. • Litter control: <ul style="list-style-type: none"> - Provide adequate dustbins in the CBD e.g. busy streets, bus terminus; - Introduce recycling programmes. • Immunization: <ul style="list-style-type: none"> - Mobilize residents to participate in immunization programmes. • Bush clearing: <ul style="list-style-type: none"> - Enforce relevant Act to force Rate payers to clear their vacant plots. • Cemetery: <ul style="list-style-type: none"> - Identify new site for cemetery; - Educate the public about burial alternatives. • Recreational facilities: <ul style="list-style-type: none"> - To develop additional recreational facilities; - Develop PPPs. • Parking: <ul style="list-style-type: none"> - Develop P.P.P; - Relocation proposal of geology, office to build public parking garage. • Street trading: <ul style="list-style-type: none"> - Add more trading sites | <p>Objective 1.1: 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.</p> <p>Activities of Objective 1.1:</p> <ul style="list-style-type: none"> • Working visit in Mbabane to train the City Council personnel on EMS operations; • Case study: map and identify the ground water and fresh water resources. <p>Objective 1.4: 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.</p> <p>Activities of Objective 1.4:</p> <ul style="list-style-type: none"> • 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; • A GIS specialist of Salo City conducts an assessment of the existing GIS system environment and the needs of different administrative divisions of Mbabane. On the basis of this assessment proposal for implementation plan is drafted in co-operation between the counterparts; • The case study includes a visit of the GIS specialist of Salo to Mbabane and a visit of the GIS specialist of Mbabane to Salo. |

286 ‘SWOT’ stands for Strengths, Weaknesses, Opportunities and Threats, and ‘PESTEL’ stands for Political, Economical, Social, Environmental and Legal.

287 Municipal Council of Mbabane 2008, p. 5.

Table 2. Correspondences between the Strategic Plan 2008–2012 and the Sustainable Development Coping with Urban Growth Component *Continued*

| | | |
|---|--|--|
| | through P.P.P.; - Re-position the current market. | |
| Weaknesses and Threats | Services Strategic Objectives and Activities | Component 1: Sustainable development coping with urban growth |
| <p>Weaknesses:</p> <ul style="list-style-type: none"> Sanitation services are generally poor; Environmental monitoring services are poor; Pavements and parking services are poor; Recreational facilities are poor; Cemetery services are poor; Overall informal trading is poor; Land subdivision in the informal sector is poor; Overall HIV/AIDS services is poor. <p>Threats:</p> <ul style="list-style-type: none"> Poor sanitation services can chase away tourists; Overgrown bushes can compromise safety and chase away tourists. | <p>Strategic objective: To provide, strengthen and improve service-delivery in line with the town planning scheme and results from stakeholder surveys.</p> <p>Activities:</p> <ul style="list-style-type: none"> Litter control: <ul style="list-style-type: none"> Provide adequate dustbins in the CBD e.g. busy streets, bus terminus; Introduce recycling programmes. | <p>Objective 1.2: To continue with the activities of the waste information that has been established within Municipality Council of Mbabane.</p> <p>Activities of Objective 1.2:</p> <ul style="list-style-type: none"> Create more public awareness regarding waste management issues. In 2010 more educational material will be produced and new ways of disseminate the information will be developed; Develop public policies regarding issues and find best strategies for waste minimization in Mbabane; Strong link of the schools to waste information centre activities. The cooperation with schools has been very fruitful and it will be further developed in 2010; Engaging/involvement of more stakeholders in waste management initiatives (private companies, institutions, NGOs and the general public). The environmental educators bring the city council and the civil society closer to each other. <p>Objective 1.3: Turku University of Applied Sciences involvement to ensure the sustainability of the Environmental Health Education Project (EHEP).</p> <p>Activities of Objective 1.3:</p> <ul style="list-style-type: none"> The Environmental Health Education Project (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; The former Environmental Health Committee of Msunduzi should be transformed into a Community Based Organization (CBO) that will work and continue working with City Council during and after the project. The need for a CBO instead of a Committee is to ensure community involvement, good governance, sustainability of capacity building and activities as well as citizen democracy through a community based cooperation institution. |

Table 2. Correspondences between the Strategic Plan 2008–2012 and the Sustainable Development Coping with Urban Growth Component *Continued*

| Finance and Economic Development Weaknesses and Threats | Strategic Directions and Activities | Component 1: Sustainable development coping with urban growth |
|--|---|---|
| <ul style="list-style-type: none"> • Diplomatic missions do not pay rates yet receive services. While this is in compliance with international conventions, this robs the city of revenue to grow; • The fact that the major source of revenue for Council is mainly rates exposes Council to a lot of problems when rate payers have difficulty in paying; • The Government subventions are not reliable and have been on the decrease; • Property which is exempt from rates, yet receives services, is a liability to Council; • The delays in the approval of user fees including the budget by Government exposes Council to several problems as time is critical in cash flow projections; • Too much reliance on central Government does not make Council independent as an organization; • The informal sector enjoys several services but does not pay rates and these costs have to be absorbed by Council for political reasons; • The Building Act does not specify the time within which vacant property owners must develop their property. Several of these valuable plots are held by owners who do not seem to have plans to develop; • There are several old buildings in the City center which do not make the City look good and the Urban Act does not give Council power to deal with the owners; • At the moment parking is free in central business and this not only causes congestion but also deprives Council of an opportunity to make money. <p>Threats:</p> <ul style="list-style-type: none"> • The uncontrolled illegal vendors are causing congestion in the City; • HIV and other chronic diseases are rising among the residents of Mbabane. This includes new infections as well as deaths. The number of vulnerable and orphaned children is on the | <p>Strategic Direction 2: To develop and implement a tourism strategy. This is in line with Council's vision that Mbabane shall be a preferred destination in Southern Africa. Tourism has been identified as the economic engine for many countries in the world and as such every city should position itself well to attract the tourists. Focus should also be to increase the stay of tourists in the city as opposed to passing by or spending one night.</p> <p>Activities of Strategic Direction 2:</p> <ul style="list-style-type: none"> • Work with STA to develop tourism projects by private business partners to stimulate the tourism sector in Mbabane and surrounding areas; • Develop an aggressive marketing strategy for the City; • Lobby government to give up the DPM's office for establishing a museum. | <p>Objective 1.5: 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.</p> <p>Activities of Objective 1.5:</p> <ul style="list-style-type: none"> • 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); • Evaluation of the consultant's work and making recommendations when necessary; • 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. |

Table 2. Correspondences between the Strategic Plan 2008–2012 and the Sustainable Development Coping with Urban Growth Component *Continued*

| | |
|--|--|
| <p>increase, including families headed by children;</p> <ul style="list-style-type: none"> • Crime is slowly increasing, including abuse cases in the City; • The unemployment is on the increase in the City. People are migrating into the City hoping to get jobs which are not forthcoming. The youth are the leading victims; • There is generally slow development in the City compared to the national economy at large. There is limited space for further development; • The peri-urban areas and dwellers are on the increase, leaving property owners in CPD without tenants. The migration will also cause problems when the City needs to expand; • The continued financial difficulties of the City may lead to an imminent collapse of Council; • The increase of business offices run from residential areas is slowing down the economy in the CBD; • The overhead cost for Council is generally above the standard compared to similar institutions; the increase is higher than the reciprocal increase in revenue; • The continued non payment of rates by certain residents is a cause for concern as the effort to collect the rates proves futile; • The potential sale of Government properties to private owners could cause problems as Government is a very good rate payer and it is easy to deal with Government than other rate payers; • The Development of the bypass freeway could make it easy to go pass the City and, therefore, reducing the economic activities of the City. | |
|--|--|

Sources: City of Salo and Municipal Council of Mbabane 2009, pp. 8–11, 17; Municipal Council of Mbabane 2008, pp. 5–28.

Table 2 above contains all the five objectives (subcomponents) and the activities of Component 1: sustainable development coping with urban growth. Table 2 contains all the strategic objectives and activities of the Services topic of the Strategic Plan, and one of the four strategic directions of the topic Finances and Economic Development

along with its activities. Therefore Table 2 above shows that **the sustainable development coping with urban growth component is in conformity with the Strategic Plan 2008–2012.**

3.3 Local Economic Development and Administrative Capacity Building Component

According to the Salo-Mbabane co-operation project plan for 2010, “Salo and Mbabane will continue the co-operation by performing comparisons between the partner cities and recommending areas where each city can benefit from the other based on observed “best practice” in the respective administrative structures. Local economic planning work, business development issues and gender equality work form the content of the component.”²⁸⁸

The objectives and activities (which form the subcomponents) of the local economic development and administrative capacity building concentrate on:

- Local economic development strategy;
- Development of the municipal business services in Mbabane;
- Gender equality work.

Table 3 below discusses the correspondences between the topics of the Strategic Plan 2008–2012 of the Municipal Council of Mbabane and the component 2: local economic development and administrative capacity building of the Salo-Mbabane co-operation project plan for 2010. The table shows the correspondences which can be found from among the six topics of the Strategic Plan. According to the Strategic Plan, the strategic objectives, strategic directions and activities of the Strategic Plan are formulated based on mainly the weaknesses and threats identified in the SWOT/PESTEL²⁸⁹ analysis of the Strategic Plan. As the strategic objectives and directions “are not specific to each weakness and threat”²⁹⁰, Table 3 shows all the weaknesses and threats listed in the discussions on the topics irrespective of their relation to each specific strategic objective or strategic direction.

Table 3. Correspondences between the Strategic Plan 2008–2012 and the Local Economic Development and Administrative Capacity Building Component

| MUNICIPAL COUNCIL OF MBABANE: STRATEGIC PLAN 2008–2012 | | SALO-MBABANE PROJECT PLAN 2010 |
|--|---|--|
| Finance and Economic Development Weaknesses and Threats | Strategic Directions and Activities | Component 2: Local Economic Development and Administrative Capacity Building |
| Weaknesses: <ul style="list-style-type: none"> • Diplomatic missions do not pay rates yet receive services. While this is in compliance with international conventions, this robs the city of revenue to grow; • The fact that the major source of revenue for Council is mainly rates exposes Council to a lot of problems when rate payers have difficulty in paying; • The Government subventions are not reliable and have been on the decrease; • Property which is exempt from rates, yet receives services, is a liability to Council; | Strategic Direction 1: To introduce drastic cost savings measures within Council in view of the financial problems facing Council. These cost saving measures should become a culture of Council and should cut across the whole organization and be enforced by all heads of departments. Activities of Strategic Direction 1: <ul style="list-style-type: none"> • Outsource identified services as outlined in the Turnaround Strategy Report; | Objective 2.1: Local economic development strategy. Activities of Objective 2.1: <ul style="list-style-type: none"> • To enhance the capacity of Mbabane and to increase its revenue base, work will be done to propose amendments to the national legislation and in line with the newly adopted constitution of Swaziland; • Long term economic planning and budgeting process work to increase the predictability of the economy and to make the economic planning process continuous and natural part of the budgetary procedure. The agenda of working visits include studying the economical state of |

288 City of Salo and Municipal Council of Mbabane 2009, p. 11.

289 ‘SWOT’ stands for Strengths, Weaknesses, Opportunities and Threats, and ‘PESTEL’ stands for Political, Economical, Social, Environmental and Legal.

290 Municipal Council of Mbabane 2008, p. 5.

Table 3. Correspondences between the Strategic Plan 2008–2012 and the Local Economic Development and Administrative Capacity Building Component *Continued*

| | | |
|--|--|---|
| <ul style="list-style-type: none"> • The delays in the approval of user fees including the budget by Government exposes Council to several problems as time is critical in cash flow projections; • Too much reliance on central Government does not make Council independent as an organization; • The informal sector enjoys several services but does not pay rates and these costs have to be absorbed by Council for political reasons; • The Building Act does not specify the time within which vacant property owners must develop their property. Several of these valuable plots are held by owners who do not seem to have plans to develop; • There are several old buildings in the City center which do not make the City look good and the Urban Act does not give Council power to deal with the owners; • At the moment parking is free in central business and this not only causes congestion but also deprives Council of an opportunity to make money. <p>Threats:</p> <ul style="list-style-type: none"> • The uncontrolled illegal vendors are causing congestion in the City; • HIV and other chronic diseases are rising among the residents of Mbabane. This includes new infections as well as deaths. The number of vulnerable and orphaned children is on the increase, including families headed by children; • Crime is slowly increasing, including abuse cases in the City; • The unemployment is on the increase in the City. People are migrating into the City hoping to get jobs which are not forthcoming. The youth are the leading victims; • There is generally slow development in the City compared to the national economy at large. There is limited space for further development; • The peri-urban areas and dwellers are on the increase, leaving property owners in CPD without tenants. The migration will also cause problems when the City needs to expand; • The continued financial difficulties | <ul style="list-style-type: none"> • Centralize purchasing of protective clothing for discount purposes; • Identify and control waste control measures e.g. in electricity, water and telephone; • Facilitate the payment of creditors on time. <p>Strategic Direction 2: To develop and implement a tourism strategy. This is in line with Council's vision that Mbabane shall be a preferred destination in Southern Africa. Tourism has been identified as the economic engine for many countries in the world and as such every city should position itself well to attract the tourists. Focus should also be to increase the stay of tourists in the city as opposed to passing by or spending one night.</p> <p>Activities of Strategic Direction 2:</p> <ul style="list-style-type: none"> • Work with STA to develop tourism projects by private business partners to stimulate the tourism sector in Mbabane and surrounding areas; • Develop an aggressive marketing strategy for the City; • Lobby government to give up the DPM's office for establishing a museum. <p>Strategic Direction 3: To maximize revenue and engage in extensive resource mobilization particularly to fund identified capital expenditure items which would better position the city in service delivery.</p> <p>Activities of Strategic Direction 3:</p> <ul style="list-style-type: none"> • Introduce bus rank fees at the Mbabane City; • Develop an accurate database for public advertising and informal trade in the City; • Bring on board illegal vendors in order to collect fees from them; • Decentralize public transport pickup/drop-off points in the City; • Establish a development levy for commercial developments in the City; | <p>Mbabane City Council and finding the possible development actions;</p> <ul style="list-style-type: none"> • Begin the city strategic planning work together: to study each others' strategic process and create a preliminary strategy for Mbabane. |
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Table 3. Correspondences between the Strategic Plan 2008–2012 and the Local Economic Development and Administrative Capacity Building Component *Continued*

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| <p>of the City may lead to an imminent collapse of Council;</p> <ul style="list-style-type: none"> • The increase of business offices run from residential areas is slowing down the economy in the CBD; • The overhead cost for Council is generally above the standard compared to similar institutions; the increase is higher than the reciprocal increase in revenue; • The continued non payment of rates by certain residents is a cause for concern as the effort to collect the rates proves futile; • The potential sale of Government properties to private owners could cause problems as Government is a very good rate payer and it is easy to deal with Government than other rate payers; • The Development of the bypass freeway could make it easy to go pass the City and, therefore, reducing the economic activities of the City. | <ul style="list-style-type: none"> • Negotiate revenue sharing scheme/formula with central government. <p>Strategic Direction 4: To improve the economic activity in the City in line with planning scheme and other guidelines to ensure that investors find Mbabane to be the best place to invest their money.</p> <p>Activities of Strategic Direction 4:</p> <ul style="list-style-type: none"> • Implement the traffic study in order to reduce traffic congestion in the City; • Develop investments incentives policy to promote new investments into the City. This should be streamlined with all other efforts currently undertaken by the Swaziland Investment Promotion Authority; • Develop the newly identified industrial site in Mahwalala to address shortage of space in existing industrial areas. | |
| <p>Weaknesses and Threats: As in the column above</p> | <p>Strategic Direction 2: To develop and implement a tourism strategy. This is in line with Council’s vision that Mbabane shall be a preferred destination in Southern Africa. Tourism has been identified as the economic engine for many countries in the world and as such every city should position itself well to attract the tourists. Focus should also be to increase the stay of tourists in the city as opposed to passing by or spending one night.</p> <p>Activities of Strategic Direction 2:</p> <ul style="list-style-type: none"> • Work with STA to develop tourism projects by private business partners to stimulate the tourism sector in Mbabane and surrounding areas; • Develop an aggressive marketing strategy for the City; • Lobby government to give up the DPM’s office for establishing a museum. <p>Strategic Direction 3: To maximize revenue and engage in extensive resource</p> | <p>Objective 2.2: Development of the municipal business services in Mbabane</p> <p>Activities of Objective 2.2:</p> <ul style="list-style-type: none"> • Business or economic development strategy or policy will be developed to be used by Mbabane to stimulate economic growth in the City; • Creating municipal business office and starting municipal funded business services administration can help local people to start new companies and create working places • The main tasks for the development work: <ul style="list-style-type: none"> - creating alternative ways to organise municipal business office - creating cost analyses for alternative municipal business offices - selection of services to the start-up companies and entrepreneurs - selection of services to the existing companies and businesses - clarifying the needs for possible “invest in” operations - gathering databases of the sites and premises suitable for business - increasing the awareness of entrepreneurship among the students in colleges and universities - diversification of the business branches; • Comparison of the existing systems |

Table 3. Correspondences between the Strategic Plan 2008–2012 and the Local Economic Development and Administrative Capacity Building Component *Continued*

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| | <p>mobilization particularly to fund identified capital expenditure items which would better position the city in service delivery.</p> <p>Activities of Strategic Direction 3:</p> <ul style="list-style-type: none"> • Introduce bus rank fees at the Mbabane City; • Develop an accurate database for public advertising and informal trade in the City; • Bring on board illegal vendors in order to collect fees from them; • Decentralize public transport pickup/drop-off points in the City; • Establish a development levy for commercial developments in the City; • Negotiate revenue sharing scheme/formula with central government. <p>Strategic Direction 4: To improve the economic activity in the City in line with planning scheme and other guidelines to ensure that investors find Mbabane to be the best place to invest their money.</p> <p>Activities of Strategic Direction 4:</p> <ul style="list-style-type: none"> • Implement the traffic study in order to reduce traffic congestion in the City; • Develop investments incentives policy to promote new investments into the City. This should be streamlined with all other efforts currently undertaken by the Swaziland Investment Promotion Authority; • Develop the newly identified industrial site in Mahwalala to address shortage of space in existing industrial areas. | <p>in business services;</p> <ul style="list-style-type: none"> • Mutual learning by comparing the “best practices”; • Planning of the actions needed to improve/create business services in the city of Mbabane. |
| <p>Human Resources</p> <p>Weaknesses and Threats</p> | <p>Strategic Objectives and Activities</p> | <p>Component 2: Local Economic Development and Administrative Capacity Building</p> |
| <p>Weaknesses:</p> <p>The organization:</p> <ul style="list-style-type: none"> • Is presently overstaffed; • Fails to conclude disciplinary cases on time; • Has unclear policy on choosing disciplinary chairpersons; • Does not communicate all of the H.R. Policies clearly; • Does not have a performance | <p>Strategic Objectives:</p> <ul style="list-style-type: none"> • To create a good working environment for workers of Council and to ensure participation, recognition and a sense of belonging among the staff. <p>Activities:</p> <ul style="list-style-type: none"> • Develop and implement employee assistance | <p>Objective 2.3: Gender equality work.</p> <p>Activities of Objective 2.3:</p> <ul style="list-style-type: none"> • A training period for the female councillors / candidates / representatives / employees from Mbabane. Five female elected members or City officials will be trained in Salo. During the training the representatives of Mbabane will receive a full package of |

Table 3. Correspondences between the Strategic Plan 2008–2012 and the Local Economic Development and Administrative Capacity Building Component *Continued*

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| <p>appraisal system;</p> <ul style="list-style-type: none"> • Has demotivated staff due to the current salary grading system; • Has demotivated staff due to lack of incentives for good performance; • Does not have an Industrial Relations (I.R) specialist; • Does not conduct exit interviews; • Does not have employee wellness and assistance; • Does not have a staff development plan; • Has no team work among staff. <p>Threats:</p> <ul style="list-style-type: none"> • The total collapse of the organization is imminent if these and other weaknesses are not attended to; • Disparity in applying acting allowance policies could lead to labor unrest; • The huge salary gap between individual staff members could lead to labor unrest; • The high staff turnover of skilled personnel can lead to the collapse of the organization; • The speed at which chronic diseases spread threatens the very existence of the organization; • The problem of overstaffing causes high personnel cost; • The appeal process leaves out Council; as such may lead to staff unrest; • The irregular salary reviews may aggravate the staff turnover; • The absence of critical HR policies, like retention policy, promotion policy & succession plan may lead to unnecessary labor unrest. | <p>programs.</p> | <p>information and experiences about the work and responsibilities of politically elected members and also officials in high position in the city administration.</p> |
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Sources: City of Salo and Municipal Council of Mbabane 2009, pp. 11–13, 17; Municipal Council of Mbabane 2008, pp. 5–28.

Table 3 above contains all the strategic directions and activities of the Finance and Economic Development topic, and some of the strategic objectives and activities of the Human Resources topic. Even though the Strategic Plan of the Municipal Council of Mbabane does not discuss gender equality explicitly, it does not mean that the gender equality work subcomponent is in contradiction with the strategic objectives and directions set in the Strategic Plan. The subcomponent can have a positive impact on achieving many of the strategic objectives and directions identified in the topics of the Strategic Plan. An example of this is the Human Resources’ strategic objective “to create a good working environment for workers of Council and to ensure participation, recognition and a sense of belonging among the staff”. There are also numerous other possibilities in which the gender equality work subcomponent is relevant Therefore it

can be concluded that the component 2: Local Economic Development and Administrative Capacity Building is in conformity with the Strategic Plan 2008–2012 of the Municipal Council of Mbabane.

3.4 Better Health through Physical Activity for Children and Youngsters Component

According to the Salo-Mbabane co-operation plan for 2010, “the sports component of the cooperation project has been active since the pilot phase of the cooperation. In this component, the City of Mbabane is being assisted by the City of Salo to develop a fully functional Sports Department which shall among other things:²⁹¹

Develop all inclusive and sustainable sport programs targeted at various age groups but in particular the youth;

- Promote the development of sports for the non-competitive environment;
- Position sports and physical activity in Mbabane as an essential component of better health for all;
- Promote the gender equality in Mbabane with the help of the training courses by choosing also women to be trained as sports coordinators;
- Provide the necessary facilities for sports and general physical activity;
- Ensure that existing facilities are maintained in a proper and required way and the development of additional facilities to cater for the Mbabane population.

In 2009-2010 the component will have the following objectives and results of the co-operation:²⁹²

1. Development of comprehensive Sports and Recreation Strategy for Mbabane
 - Draft/Final Sports and recreation Strategy Document
 - Approval of the strategy by Municipal Council of Mbabane
 - Training and Development for City of Mbabane
2. Training courses and purchasing of equipment
 - Use of studies conducted in Mbabane to determine target areas
 - 1 Course on Mental Health and Stress Management
 - 30 Teachers (10 Pre-school, 10 Primary, 10 High School) trained on physical education by Finnish Counterparts for 3 weeks in Mbabane (In 2009: pre-school and primary school teachers; 2010 high-school teachers and adult trainers)
 - Identification of sports coordinators (from the teachers or other persons trained)
 - Additional Sports development courses for Sports Coordinator
 - Purchase of Training equipment and supply of items such as balls, racquets for schools
3. Improvement and Development of new and existing sporting facilities
 - Purchasing equipment
 - Facilities in a usable state
 - Better condition of users physically and mentally
4. Evaluation of impacts of the Sports Component including an in depth investigation of attitudes as obtained in initial evaluation study
 - In depth study presented to Municipal Council of Mbabane
 - Stakeholder workshop
 - Recommendations for more targeted improvements

In the Strategic Plan 2008–2012 of the Municipal Council of Mbabane, the strategic objective of the topic of Services is “to provide, strengthen and improve service-delivery in line with the town planning scheme and results from stakeholder surveys”. One

291 City of Salo and Municipal Council of Mbabane 2009, p. 14.

292 City of Salo and Municipal Council of Mbabane 2009, p. 14.

of the weaknesses identified in the SWOT analysis (which served as a basis for setting the strategic objective of Services and its activity plan) is “recreational facilities are poor”.²⁹³ The activity plan for the topic of services includes two activities for recreational facilities: “to develop additional recreational facilities” and “develop PPPs”.²⁹⁴ The objectives, results and activities of the better health through physical activity for children and youngsters component are in conformity with these activities of the Strategic Plan.

4 Views of the Project Coordinators

This section summarises the responses of the Project Coordinators of the Municipal Council of Mbabane and the City of Salo to the study questionnaire sent to them in January 2010 (please refer to Appendix 1).

4.1 Strategies for International Co-Operation in the North and the South

According to the Project Coordinator of the City of Salo, international co-operation or international activities are not mentioned in the Strategic Plan of the City of Salo. The City of Salo does not have a separate strategy for international activities at the moment, but the City is preparing a plan/programme for the international activities and focuses.²⁹⁵

According to the Project Coordinator of the Municipal Council of Mbabane, “International cooperation is contained in the Annual Operating Plan and has been for at least 10 years now successive annual operating plans. The Annual Operating Plan is a strategy document which implements the strategic plan of the City and recognises the importance of international cooperation if the vision statement of the City “*To be the preferred destination in Southern Africa*” is to be achieved.”²⁹⁶

4.2 Processes of Creating the Strategic Plans in the North and the South

Salo: “The Strategic Plan preparation process in Salo was a long process in 2009 including a lot of people involved. All the sectors chose the key persons to participate, the elected members were involved and also the citizens could participate through internet questionnaire to the process. Now the new Strategy has been approved in the city council but the work continues by process work.”²⁹⁷

Mbabane: “The Strategic Plan preparation process is a highly consultative process involving all stakeholders such as civic society, business community, government and residents. In the first instance, surveys are carried out, to get views on relevant strategic issues and local service delivery. These feed into the strategic plan formulation process which ultimately involves Councillors, employee representatives and management through facilitation by an independent consultant.”²⁹⁸

4.3 Conformity with the Strategic Plan of the Municipal Council of Mbabane

Salo: The cooperation areas and issues are among the most important development areas in Mbabane.²⁹⁹

Mbabane: “Components of the cooperation project are included as specific programmes in the Annual Operating Plan under the relevant objectives. The components

293 Municipal Council of Mbabane 2008, p. 17.

294 Municipal Council of Mbabane 2008, p. 19.

295 Lehtonen 2010.

296 Gamedze 2010.

297 Lehtonen 2010.

298 Gamedze 2010.

299 Lehtonen 2010.

are part and parcel of the municipality's mainstream activities."³⁰⁰ The Annual Operating Plan is a strategy document which implements the strategic plan of the City.³⁰¹

4.4 Actors Involved in Defining the Areas and Sectors of Co-Operation

According to the Project Coordinator of the City of Salo, Salo and Mbabane have been discussing the areas of co-operation all the time during their cooperation. The initiatives for new areas of the cooperation have come mostly from Mbabane's side, for example the environmental issues. The City of Salo has been identifying areas that are the strong fields of the City of Salo – the fields in which Salo could assist Mbabane.³⁰²

According to the Project Coordinator of the Municipal Council of Mbabane, "the areas of cooperation are determined jointly between the Municipality of Mbabane and the City of Salo according to expressed needs and objectives. A lot of discussions and exchange of views take place before agreement is reached on the areas of cooperation."³⁰³

4.5 Meeting the Needs of the Municipal Council of Mbabane

Salo: "As the areas of the cooperation have been suggested mainly by Mbabane, we do believe that those areas are the ones to be developed anyway and not only because of this North-South Cooperation Programme."³⁰⁴

Mbabane: "The areas of cooperation do meet the needs of Mbabane as they dovetail with the objectives of the Municipal Council."³⁰⁵

4.6 Other Strategies of the Municipal Council of Mbabane

Gender

According to the Project Coordinator of the Municipal Council of Mbabane, "the Municipal Council of Mbabane does not have a gender policy as yet but it abides by the national constitution which has a dedicated section on gender considerations."³⁰⁶

Environmental sustainability and/or sustainable development

The Municipal Council of Mbabane has a strategy for environmental sustainability. It is called Municipal Council of Mbabane Environmental Management Strategy.³⁰⁷

Other strategies or policies

The Municipal Council of Mbabane has a local economic development policy. It is called the Municipal Council of Mbabane Economic Development Strategy (EDS).³⁰⁸

References

City of Salo and Municipal Council of Mbabane (2009): Application Form B. Implementation of the Co-Operation. Mbabane and Salo Developing Together.

Gamedze, Benedict (2010): Response to the Strategies of the Southern Local Authorities Study Questionnaire for Project Coordinators. 2nd February 2010.

Lehtonen, Terhikki (2010): Response to the Strategies of the Southern Local Authorities Study Questionnaire for Project Coordinators. 2nd February 2010.

Municipal Council of Mbabane (2008): *Strategic Plan 2008–2012*.

300 Gamedze 2010.

301 Gamedze 2010.

302 Lehtonen 2010.

303 Gamedze 2010.

304 Lehtonen 2010.

305 Gamedze 2010.

306 Gamedze 2010.

307 Gamedze 2010.

308 Gamedze 2010.

Ghana

Lahti City-Ho Municipality Co-operation

Summary

The *Medium Term Development Plan 2006–2009* of the Ho Municipal Assembly identifies development problems, development issues, goals and objectives grouped under three themes:

- Theme I: Priorities for private sector development;
- Theme II: Human resource development;
- Theme III: Good governance.

The City of Lahti and the Ho Municipal Assembly started their co-operation in the North-South Local Government Co-operation Programme after the City of Järvenpää was unable to continue with carrying out the implementation of the Järvenpää-Ho co-operation project plan for the year 2010 due to reduction in the resources of the City of Järvenpää. Järvenpää and Ho had already planned to concentrate on two components in 2010: environmental management and early childhood education. Fortunately the City of Lahti was able to take over the environmental component of the Järvenpää-Ho project plan for 2010.

The present study examines both the environmental component and the early childhood education component, even though the early childhood education component was not implemented at the time of the preparation of the study. Because there is a possibility that the early childhood education component might be included in a co-operation between a Finnish local authority and the Ho Municipal Assembly in the future, examining also the early childhood education component was included in the study.

The environmental component of the Lahti-Ho project plan for 2010 is in conformity with the human resource development theme of the *Medium Term Development Plan 2006–2009*.

The early childhood education component of the Järvenpää-Ho project plan for 2010 (not in implementation at the time of the preparation of the study) is in conformity with the goal of the human resource development theme to improve Basic Education Certification Examination (BECE) results in Basic Schools.

1 Introduction

The City of Lahti and the Ho Municipal Assembly started their co-operation in the North-South Local Government Co-operation Programme after the City of Järvenpää was unable to continue with carrying out the implementation of the Järvenpää-Ho co-operation project plan for the year 2010 due to reduction in the resources of the City of Järvenpää. Järvenpää and Ho had already planned to concentrate on two components in 2010; environmental management and early childhood education. Fortu-

nately, the City of Lahti was able to take over the environmental component of the Järvenpää-Ho project plan for 2010.

The early childhood education component was not included in the Lahti-Ho co-operation project in 2010. Because there is a possibility that the early childhood education component might be included in a co-operation between a Finnish local government and the Ho Municipal Assembly in the future, examining also the early childhood education component was included in the present study.

The present study first examines the correspondences between the *Medium Term Development Plan 2006–2009* of the Ho Municipal Assembly and the two project components: the environmental component of the Lahti-Ho co-operation project plan for 2010, and the early childhood education component of the Järvenpää-Ho co-operation project plan for 2010. After the analysis the study summarises the response of the Project Coordinator of the City of Lahti to the study questionnaire in the Chapter “Views of the Project Coordinators”. The response of the Project Coordinator of the Ho Municipal Assembly was not available for the study.

2 Correspondences between the Medium Term Development Plan and the Project Plan for 2010

The City of Lahti and the Ho Municipal Assembly started their co-operation in the North-South Local Government Co-operation Programme after the City of Järvenpää was unable to continue with carrying out the implementation of the Järvenpää-Ho co-operation project plan for the year 2010 due to reduction in the resources of the City of Järvenpää. Järvenpää and Ho had planned to concentrate on two components in 2010: environmental management and early childhood education. Fortunately, the City of Lahti was able to take over the environmental component of the Järvenpää-Ho project plan for 2010.³⁰⁹

This Chapter gives first a short introduction to the *Medium Term Development Plan 2006–2009* of the Ho Municipal Assembly. After the introduction the Chapter discusses the correspondences between the Medium Term Development Plan and the environmental component of the Lahti-Ho co-operation project plan for 2010 and also the early childhood education component of the Järvenpää-Ho co-operation project plan for 2010. The early childhood education component, which was not implemented in 2010 due to the above mentioned reasons, was included in the present study because there is a possibility that the component might be included in a co-operation between a Finnish local government and the Ho Municipal Assembly in the future.

The Medium Term Development Plan 2006–2009 of the Ho Municipal Assembly discusses:

- District profile/current situation;
- Development problems identified from situational analysis and interaction with the communities;
- Development goals and objectives;
- Development programme;
- Implementation of annual action plan;
- Monitoring and evaluation arrangements.

The Medium Term Development Plan identifies development problems grouped under three thematic areas:³¹⁰

- Theme I: Priorities for private sector development;
- Theme II: Human resource development;
- Theme III: Good governance.

309 City of Lahti and Ho Municipal Assembly 2009, p. 5.

310 Ho Municipal Assembly (n.d.), Chapter 2.

The thematic areas are in line with the thematic areas of the Growth and Poverty Reduction Strategy of Ghana (GPRS II). To solve the identified development problems, the Medium Term Development Plan defines **development issues and their goals and objectives** for each theme. To achieve the defined development goals and objectives, the Medium Term Plan provides a development programme and a detailed annual action plan, which are presented in tabular forms.³¹¹

The overall objectives of the Lahti-Ho co-operation project plan for 2010 are to:

- Promote the local democracy;
- Strengthen the capacity of local governments;
- Promote international awareness, tolerance and cultural skills.

These overall objectives were the same in the Järvenpää-Ho co-operation project plan for 2010.³¹²

The long-term development goal of the environmental component is a sustainable, clean and safe environment.³¹³

The long-term development goal of the early childhood education component is improved child-centred pre-school education and learning environment.³¹⁴

The environmental component of the Lahti-Ho co-operation project plan for 2010 concentrates on waste management and sanitation. Some of the activities of the environmental component are based on the previous activities implemented in the co-operation between the City of Järvenpää and the Ho Municipal Assembly. According to the Lahti-Ho project plan for 2010, “the goal is to continue the development of sanitation and hygiene education as a part of the co-operation, but also to introduce waste management activities to the co-operation.”³¹⁵

The Lahti-Ho project plan for 2010 discusses the background of the sanitation activities:

In 2009, Järvenpää-Ho-cooperation started a dry toilet subproject in Regional Model School in Ho. One toilet building was constructed to the school and the users got hygiene education. This was a pilot project, which purpose was to give information about the feasibility of dry toilet model to conditions of Ho. More information is needed to have a wider understanding of the possibilities of dry toilets.³¹⁶

The component of early childhood education intended to concentrate on developing kindergarten education (children from four to six years old). The Järvenpää-Ho co-operation project plan for 2010 discusses the background to the component:

In The Strategy – Growth and Poverty Reduction (GPRS II) for 2006-2009 it has been decided to make school attendance obligatory for all children for 11 years – from 4 to 15 – including two years of Kindergarten. GPRS II and the Ghana Education Reform 2007 require curriculum development to raise the standard targets of educational attainment at level up to standards around the world. The Ghana Education Reform 2007 and Outline for pre-school Curriculum and the pre-school Curriculum requires developing in several areas.³¹⁷

311 Ho Municipal Assembly (n.d.), Chapters 3–5.

312 City of Järvenpää and Ho Municipal Assembly 2009, p. 6.

313 City of Lahti and Ho Municipal Assembly 2009, p. 7.

314 City of Järvenpää and Ho Municipal Assembly 2009, p. 6.

315 City of Lahti and Ho Municipal Assembly 2009, p. 12.

316 City of Lahti and Ho Municipal Assembly 2009, p. 12.

317 City of Järvenpää and Ho Municipal Assembly 2009, p. 11.

The Järvenpää-Ho project plan for 2010 also notes that early childhood education is a main responsibility of local governments both in Ghana and Finland.³¹⁸

Table 1 below discusses the correspondences between the development issues, goals and objectives of the Medium Term Development Plan 2006–2009 of the Ho Municipal Assembly and the objectives, expected results and activities of the environmental and early childhood education project components. The Table presents all the development issues of each of the three themes of the Medium Term Development Plan. The development goals and objectives of the development issues are presented only if there is a correspondence between them and the project components.

Table 1. Correspondences between the Medium Term Development Plan of the Ho Municipal Assembly and the Environmental and Early Childhood Education Components

| HO MUNICIPAL ASSEMBLY: MEDIUM TERM DEVELOPMENT PLAN 2006-2009 | LAHTI-HO PROJECT PLAN 2010 (Environmental Component) JÄRVENPÄÄ-HO PROJECT PLAN 2010 (Early Childhood Education Component) |
|---|--|
| Theme II: Human Resources Development | Early Childhood Education Component |
| <p>Development Issue: Poor BECE (Basic Education Certificate Examination) results in Basic Schools</p> <p>Goal: To improve BECE results in Basic Schools.</p> | <p>Objectives:</p> <ul style="list-style-type: none"> • To strengthen and shore a Pre-School Education Development activities in the City of Ho; • To arise awareness of the importance of Special Early Childhood Education. <p>Expected results</p> <ul style="list-style-type: none"> • Awareness of pre-school and special pre-school education is raised; • Kindergarten curriculum issues are discussed during meeting, workshops, working visits; • New teaching models and materials have been found and remodelled in co-operation; • In-service training model for pre-school teachers; • Linkage at grassroots level (Kindergarten teachers) has started to promote the exchange of know-how. <p>Activities:</p> <ul style="list-style-type: none"> • To improve existing and new training/teaching models and materials in cooperation with kindergarten teachers; • To design and implement the training model with the pre-school teachers of Regional Model School and Nuriya Islamic School; • To improve learning environment of the pre-school education; • To research situation of the special education in early childhood in city of the Ho. |
| Theme II: Human Resources Development | Environmental Component |
| <p>Development Issue: Inadequate funding to implement water & sanitation programmes</p> <p>Goal: To source adequate funding for water & sanitation programmes</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1. To allocate more Assembly funds to water & sanitation programmes; 2. To source donor funds for water & sanitation programmes; 3. To educate communities on the payment of their contribution for water & sanitation programmes. <p>Development Issue: Indiscriminate disposal of liquid and solid waste.</p> <p>Goal: To promote environmental hygiene in the Communities.</p> | <p>Objectives:</p> <ol style="list-style-type: none"> 1. Strengthening the capacity of southern local government in sanitation and waste management; 2. Continuing the promotion of sustainable sanitation 3. Research of the feasibility of dry toilet model to conditions of Ho; 4. Sustainable development of waste management of Ho; 5. Improving the environmental knowledge of citizens. <p>Expected results:</p> <ul style="list-style-type: none"> • Increased knowledge on: <ul style="list-style-type: none"> - sanitation and waste management - democratic participation - global differences and different cultures; |

318 City of Järvenpää and Ho Municipal Assembly 2009, p. 10.

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| <p>Objectives:</p> <ol style="list-style-type: none"> 1. Construction of 12 No public toilets and 12 No public urinals; 2. To increase the number of refuse containers from 30 to 60 by end of 2009; 3. To procure at least 2 No. skip loaders by December 2009; 4. Extend refuse collection and disposal services to Tsito, Anyirawase and Sokode by December 2009; 5. Phase-out pan latrines in Ho. | <ul style="list-style-type: none"> • Improved international awareness; • Sustainable and applicable tool for sanitation management; • Improved waste management; • Improved environmental awareness and knowledge on environmental issues among the officers, councillors and citizens; <p>Activities:</p> <ul style="list-style-type: none"> • Monitoring and evaluating the use of dry toilet model in Regional Model School; • Beginning a trial with use of urine in fields; • Testing the composted latrine waste in laboratory; • Constructing a dry toilet to rural area – feasibility study; • Acquiring garbage bins to market places and streets; • Plan and education for the development of final disposal sites; • Research of the possibilities of the recycling; • Informing the citizens. |
| <p>Theme II: Human Resources Development</p> | |
| <p>Development Issues: Upsurge of immoral behaviour of the youth in the Municipality; Low coverage of health services in the Municipality; High incidence of malaria; High HIV/AIDS infection rate; Haphazard development of structures; Bad roads.</p> | <p>–</p> |
| <p>Theme I: Priorities for Private Sector Development</p> | |
| <p>Development Issues: General low yield crops/livestock; High unemployment rate; Low yields from tourism.</p> | <p>–</p> |
| <p>Theme III: Good Governance</p> | |
| <p>Development Issues: Dormancy of Zonal Councils; Low local revenue generations by Assembly and Zonal Councils; Inadequate office space for Assembly and Decentralized Departments.</p> | <p>–</p> |

Sources: Ho Municipal Assembly (n.d.), pp. 54–59; City of Järvenpää and Ho Municipal Assembly 2009, p. 12; City of Lahti and Ho Municipal Assembly 2009, pp. 12–13.

Table 1 above includes all the objectives, expected results and activities of the environmental and early childhood education project components. From a long-term perspective the early childhood education component can be considered to be in conformity with the goal to improve Basic Education Certificate Examination (BECE) results in Basic Schools. In addition, as already mentioned above in this Chapter, the Järvenpää-Ho project plan for 2010 argues for the inclusion of the early childhood education component in the project with the requirements set in GPRS II, the Ghana Education Reform 2007, and the Outline for Pre-school Curriculum.³¹⁹ The Järvenpää-Ho project plan for 2010 also notes that early childhood education is a main responsibility of local governments both in Ghana and Finland.³²⁰ Therefore it can be concluded that **the environmental and early childhood education components are in conformity with the Medium Term Development Plan of the Ho Municipal Assembly.**

3 Views of the Project Coordinators

This section summarises the response of the Project Coordinator of the City of Lahti to the study questionnaire sent in January 2010 (please refer to Appendix 1). The re-

319 City of Järvenpää and Ho Municipal Assembly 2009, p. 11.

320 City of Järvenpää and Ho Municipal Assembly 2009, p. 10.

sponse of the Project Coordinator of the Ho Municipal Assembly was not available for the study.

3.1 Strategies for International Co-Operation in the North

According to the Project Coordinator of the City of Lahti, international activities are included in the Strategic Plan of the City: “The Lahti City Strategy 2025 states that Lahti strives to be ‘an internationally renowned environmentally focused city and a strong centre of environmental expertise and business’. This is one of the strategic success factors identified in the strategy. The guidelines defined in the strategy are applied in all operations and development of the city. The City of Lahti does not have a separate strategy for international co-operation or international activities.”³²¹

3.2 Processes of Creating the Strategic Plans in the North

The Project Coordinator of the City of Lahti describes the process of creating the Lahti City Strategy 2025:³²²

“The process for creating the new strategy started in January 2009 and involved several council seminars and work carried out in the management group, the strategy team, and the various service departments. Also, the latest research results and statistical information were utilised as background material.”

“During the process, strategic values and operating principles were defined and the current situation of the city, the change in its external operating environment, and emerging strategic possibilities and challenges were assessed. The new vision of the City of Lahti, the related strategic goals and success factors, and the indicators or assessment criteria related to each of the success factors form the fundamental element of the strategy.”

“The core of the strategy was initially discussed at a meeting on 1 June 2009, and the strategy work continues. A complementary implementation plan that presents the essential strategic measures, responsibilities, and the long-term target levels for indicators will be prepared. Simultaneously the plan will be complemented with the addition of any missing indicators and, if necessary, projects will be launched to develop these.”

“The implementation of the strategy will be evaluated in mid-term (in 2010) and more extensively at the end of the council term, in 2012. The indicators related to the success factors and their target levels form an essential evaluation metric.”

3.3 Conformity with the Medium Term Development Plan of the Ho Municipal Assembly

Lahti: “The development goals stated in the Ho Municipal Assembly’s Medium Term Development Plan 2006-2009 included goals to source adequate funding for water and sanitation programmes and to promote environmental hygiene in the communities. The cooperation contributes to the achievement of these goals.”³²³

3.4 Actors Involved in Defining the Areas and Sectors of Co-Operation

Lahti: The co-operation areas were decided and initiated during the Järvenpää-Ho co-operation, which ended at the end of 2009.³²⁴

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3.5 Meeting the Needs of the Ho Municipal Assembly

Lahti: “As HMA [Ho Municipal Assembly] has recognized, water and sanitation related issues such as pollution of water resources and indiscriminate disposal of solid and liquid wastes are one of the key development problems in the municipality of Ho. The lack of sanitation causes health problems, environmental contamination, loss of income and social inequality. The problems relate to human resource development. For instance, women and children waste a lot of productive time in search of water and the lack of adequate sanitation facilities in schools has had a negative impact on the education results. Thus, by aiding the development of ecological sanitation through the dry toilet project in a local school, the cooperation is tackling very important development problems.”³²⁵

“In addition, the issue of solid waste management will be included to the cooperation during 2010. The lack of adequate solid waste management systems relates to pollution of water resources as well.”³²⁶

References

Aalto, Anna (2010): Response to the Strategies of the Southern Local Authorities Study Questionnaire for Project Coordinators. 21st January 2010.

City of Järvenpää and Ho Municipal Assembly (2009): Differences and Similarities in the Local Government Development Processes. Implementation Plan 1.1.2010–31.12.2010.

City of Lahti and Ho Municipal Assembly (2009): Differences and Similarities in the Local Government Development Processes. Implementation Plan 1.1.2010–31.12.2010.

Ho Municipal Assembly (n.d.): *Medium Term Development Plan 2006–2009*.

325 Aalto 2010.

326 Aalto 2010.

Appendix 1. Letter and Questionnaire for Project Coordinators

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FINLAND
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Mobile: +358 40 5846665
Fax (AFLRA): +358 9 7712069

Helsinki, 11th January 2010

Project Coordinators
North-South Local Government Co-operation Programme

RE: STUDY ON THE STRATEGIES OF THE SOUTHERN LOCAL AUTHORITIES

Dear Sir or Madam,

The Association of Finnish Local and Regional Authorities (AFLRA) has commissioned me to prepare a study on the strategies of the Southern Local Authorities participating in the North-South Local Government Co-operation Programme. The purpose of the study is to collect information for the development of the North-South Local Government Co-operation Programme. This letter is sent to all the Project Coordinators of the Programme in the North and in the South.

The study concentrates mainly on the Strategic Plans of the Southern Local Authorities, meaning the overall guiding documents of the Southern Local Authorities, which set their priorities, actions to be taken etc. Depending on your Local Authority, this document might also be called, for example, a Development Plan, a City Development Strategy etc. I will collect the Strategic Plans of all the Local Authorities in the South. I will then prepare an analysis of each co-operation linkage of the Programme by comparing the contents of the Strategic Plan of the Southern Local Authority to the areas of co-operation defined in the co-operation linkage's project plan document for the year 2010.

For the purpose of the study, the AFLRA has also defined a set of ten questions for the Programme's Project Coordinators, which I now send to you in the attached questionnaire below. In addition to exploring strategies of the South and the content of the co-operation projects, these questions also enable the study to compare some aspects of strategies and processes in the North and in the South. To ensure the timely completion of the study, **please send me your answers to the questions of the questionnaire by Friday 22nd January 2010.** You can send your answers by:

Email: suvikuusi@hotmail.com

Mail: Ms. Suvi Kuusi
Topeliuksenkatu 11 B 61
00250 Helsinki
FINLAND

Fax (to AFLRA): +358 9 7712069 The fax number is to the AFLRA. If you choose to use fax, please indicate in the receiver's information "Ms. Suvi Kuusi c/o Ms. Karita Immonen / Strategies Study".

I will prepare the study report based on your answers to the questionnaire and the analysis I will prepare on the Strategic Plans of the Southern Local Authorities and the co-operation project plans for 2010. After I have completed the report, I will send each Project Coordinator the section on their co-operation linkage for comments.

Thus you will have an opportunity to comment the analysis I have prepared, and I will finalise the study report based on your comments.

I would also like to emphasise that my assignment does not include making any kind of judgements on the content of your co-operation projects, or giving any recommendations to the AFLRA. My assignment is supervised by Ms. Karita Immonen, Programme Officer, the AFLRA.

Your answers to the questionnaire will be highly appreciated. Please do not hesitate to contact me if you need any further information. I am looking forward to working with you!

Yours sincerely,

Suvi Kuusi

Attachment: Questionnaire for Project Coordinators

QUESTIONNAIRE FOR PROJECT COORDINATORS

Study on the Strategies of the Southern Local Authorities
North-South Local Government Co-operation Programme

Contact Information of the Respondent:

Name:

Local Authority:

Email:

Telephone:

Fax:

Instructions for answering questions 1-3:

Project Coordinator in the North: please answer only about your own Local Authority in the North.

Project Coordinator in the South: please answer only about your own Local Authority in the South.

Question 1. Is international co-operation or international activities mentioned in the Strategic Plan (or equivalent document) of your Local Authority? Does your Local Authority have a separate strategy for international co-operation or international activities?

Question 2. Is the co-operation of the North-South Local Government Co-operation Programme mentioned in the Strategic Plan (or equivalent document) or in some other strategy of your Local Authority?

Question 3. Please describe the process of creating the Strategic Plan (or equivalent document) of your Local Authority. Who took part in the process and what kind of roles did they have (e.g. Local Authority's political office-holders and staff members, central government agencies, civil society groups etc.)?

Instructions for answering questions 4-7:

Questions 4-7 have to do with the content of the co-operation project of your co-operation linkage in 2010. Project Coordinators both in the North and in the South are asked to answer the same questions from their own viewpoints.

Question 4. Are the areas of co-operation/sectors included in the co-operation project in accordance with the Strategic Plan (or equivalent document) of the Southern Local Authority?

Question 5. If the areas of co-operation/sectors of the co-operation project are not in accordance with the Strategic Plan (or equivalent document) of the Southern Local Authority, why were they included in the co-operation project?

Question 6. Who has determined the areas of co-operation/sectors of the co-operation project?

Question 7. Do the areas of co-operation/sectors of the co-operation meet the needs of the Southern Local Authority?

Instructions for answering questions 8-10:

Questions 8-10 are only for the Project Coordinators in the South. The Project Coordinators in the North do not have to answer questions 8-10.

Question 8. Does your Local Authority have a gender strategy? If yes, please give the title of the strategy.

Question 9. Does your Local Authority have a strategy for environmental sustainability and/or sustainable development? If yes, please give the title of the strategy.

Question 10. Does your Local Authority have any other strategies or policies (e.g. good governance, local economic development etc.)? If yes, please give the titles of the strategies and/or policies.

Thank you!

Please send the filled-in questionnaire to Ms. Suvi Kuusi by 22nd January 2010.

– End of Questionnaire –