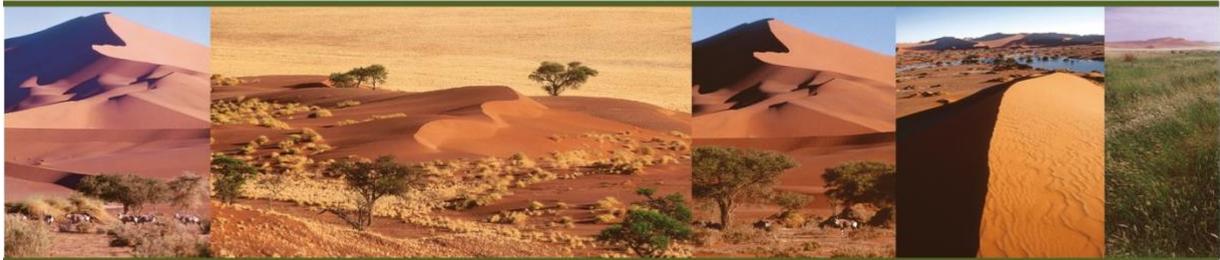




Involving Local Authorities In the programming process of EU Cooperation in Namibia

LOCAL AUTHORITIES ROADMAP FOR THE 2021-2027 CYCLE OF EU COOPERATION



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Involving Local

Authorities

**In the programming process of EU Cooperation
In (Name of the Country)**

**LOCAL AUTHORITIES ROADMAP
FOR THE 2021-2027 CYCLE
OF EU COOPERATION**

EXECUTIVE SUMMARY :

This roadmap explores ways in which the Local Authorities (LAs) of the Republic of Namibia can be involved in the European Union (EU) programming process of the period of 2021 to 2027 with the best chances of success. In the upcoming programming process Local Authorities are for the very first time considered as public actors alongside central governments which have hitherto been the only public actors associated with the definition of priorities for EU cooperation. In order for the Regional Governments , Local Authorities and their National Local Government Association to participate meaningfully in this process, the UCLG-AFRICA felt that these institutions need to be capacitated to interact with national governments and the country EU Delegation, with a better understanding of the national development dynamics and the EU Delegation in a given country.

The roadmap has been preceded by two important documents which inform and shape its content. The first was the Compendium which among others provided documentary evidence on the state of decentralization in the country as well as to assess the country's readiness to participate in the upcoming EU programming process. The second was the analytical report which gives a detailed account of the legislative frameworks that are in place in a given country with respect to the decentralization processes and functions by the various levels of government. The analytical report also does a SWOT analysis of the national association, and in this case, the Association of Local Authorities Namibia (ALAN). The SWOT analysis identifies the strengths, weaknesses, opportunities and threats facing the National Association. This undertaking seeks to assess the readiness of the ALAN to assume its oversight role in the planning and implementation of the EU cooperation.

This roadmap is divided into three main parts. Part 1 assesses the current levels of LAs involvement in the development and cooperation policy. In order to advocate for meaningful improvements of the aforesaid, it is essential to have a full understanding of the current levels and nature of the involvement of LAs in a given country as it pertains on the ground. It is hoped that this will assist a great deal in identifying areas where improvement is needed. In this regard the part 1 of the roadmap will be prominently informed by the analysis report mentioned above.

Part 2 of the roadmap assesses what national governments and the country based EU Delegations can do to create an enabling environment to enhance the participation of NALAs in the definition and implementation of the national development and cooperation policy in the country. *The central aim of this section is to explore the added advantages that the participation of LAs can bring into the efficiency and impact of the upcoming cooperation in the country.* This will be done on the part of LAs at the same time being mindful of the EU priorities for the given country, and with the view to identifying appropriate mechanisms to access funding to improve their service delivery.

Part 3 explores what LAs on their part can do to enhance the participation of NALAs in national development and cooperation policy. These will among others involve addressing structural issues as well as and planning advocacy activities.

PART 1

1.1 Main Conclusions resulting from the Compendium

- 1.1.1 The compendium has identified core official reference documents on the National Development Processes and the roles played by Local Authorities and their National Association as well as their mandates and status.
- 1.1.2 It also listed other essential reading materials of Namibia's development trajectory since independence.
- 1.1.3 The compendium also captures Namibia government's organogram which outlines the various intergovernmental relationships and mandates.
- 1.1.4 The compendium outlines both the constitutional and administrative provisions regulating the existence and functioning of LAs
- 1.1.5 It assisted in identifying gaps that exist with regards to the various provisions

1.2 Main Findings from the Analytical Report are:

- 1.2.1 That the existing legal frameworks seem to be at variance with the meaningful collaboration of national public actors for development purposes, and as such need to be aligned in order to achieve desired outcomes.
- 1.2.2 That there is an ongoing national discourse on the process of decentralization led by the national government. That as it may, the policy is still at a draft stage such that the report strongly recommends that the adoption and roll out of the policy be expedited to facilitate partnership for the envisaged EU cooperation.
- 1.2.3 With respect to service delivery, the report establishes that within the existing arrangements this process has become expensive, compromises quality and inefficient, such that it is not inclusive.
- 1.2.4 Both LAs and their national association will require targeted capacitation in the areas of human capital, financial, technical and operational spheres for effective participation and engagement.
- 1.2.5 Namibia's national Vision 2030 reflects national aspirations of transitioning from upper middle income status to higher income economy, and in doing so without leaving anyone behind such that the upcoming EU cooperation and all other development efforts must be designed in such a way that they promote growth, job creation and reduces inequalities in the population.
- 1.2.6 The report shows that in order for the country to realize the above ambitious agenda, core public policies should be territorialized so as to integrate the divergent realities found in the different areas in the country.
- 1.2.7 Localization of the SDGs is also identified as an essential part of this overall transformational agenda and particularly the participation of local and regional governments as partners with central government. The envisaged EU cooperation process presents an opportune space for the mainstreaming of the participation of LAs and RGs.
- 1.2.8 Advocates the consideration of the territorial approach to local development where LAs are major role players in the hope such engagement has the potential to create additional territorially based wealth and income. Further that the participation of LAs at this level cooperation compliment government efforts and be mutually beneficial.
- 1.2.9 That a congenial rapport and recognition exist between GoN and national association. Further that ALAN enjoys support from the GoN.

- 1.2.10 Equally the report establishes the fact that the EU Delegation desires the participation of LAs and NALAs as public actors as a prerequisite for the next programming cycle.
- 1.2.11 With specific reference to ALAN, the study has identified its strengths, weaknesses, opportunities and threats.
- 1.2.12 The reports observes that while ALAN has notable strengths and opportunities, an opportunity exists for mitigating where there are weaknesses and threats with the view to positioning of the association for effective participation in the development space.

3 LAs Value Addition in the EU 2021 to 2027 programming Cycle

1.3.1 Climate Agenda

1.3.1.1 Priority action areas for local governments:

- I. Enhanced involvement in the protection of Botswana's delicate biodiversity
- II. Improved protection of heritage sites and species
- III. Harnessing of renewable energy sources
- IV. Promotion of the RRR (Reduce, Reuse and Recycle) with respect to waste management
- V. De-silting and rehabilitation of natural drainage systems
- VI. Coordinated and controlled exploitation of natural resources
- VII. Education and promotion of rain water channelling and harvesting
- VIII. Planning for construction and maintenance of drainage systems
- IX. Formulation and implementation of bye-laws on local environmental protection
- X. Climate smart environmental awareness campaigns
- XI. Capacity building of civic leaders and gate-keepers on climate change and disaster risk management.
- XII. Promotion of climate sensitive methods production, and consumption patterns

1.3.2 Sustainable Development

1.3.2.1 Priority Action areas for local governments (LAs).

- I. Territorialisation of education; investment trade & industry; health & wellness; agriculture & food security and local economic development.
- II. Promote uptake of Self Help and other Housing Programme for habitable housing
- III. L Promote expanded uptake of entrepreneurship and citizen empowerment programmes
- IV. Explore resource endowment and initiate industry and infrastructure development by LAs
- V. Position LAs for development corporation partnerships at all levels

1.3.2.2 Contribution to Local Economic Development

The Ministry of Urban and Rural Development in partnership with the Association for Local Authorities in Namibia (ALAN) developed a National Economic Development Framework and Action Plan 2010, to anchor and domesticate the intentions of Agenda 2030 for sustainable development. LED is recognized as a locally driven development approach which seeks to drive inclusive and sustainable national economic growth and diversification, create jobs and incomes, and promote broad-based opportunities for sustainable livelihoods.

The EU programming cycle presents opportunities for:

- I. Coordinated LED planning and implementation
- II. Evaluation of impact and effectiveness of LED processes
- III. Build capacities for achievement of development outcomes

Meaningful LAs involvement requires input and action from both sides: policy- and decision-makers at national level and development partners on the one hand; and LAs and their representative national associations on the other hand. LAs and NALAs should therefore be ready and able to fulfil a proactive and leading role in this process. Different aspects are key when it comes to the development of meaningful LAs involvement.

3.1. Organizing a meaningful and competent voice of Local Authorities: The critical political and institutional role of (name of the national association of local authorities)

Due to the adoption and implementation of decentralization (shift of responsibilities from the national to the subnational and local governments) in most African countries, local authorities become more and more important, and are having a more and more direct impact on the living conditions of people. This requires that the NALAs master different knowledge and capacities, in particular the capacity and resources to communicate with national policy makers and other stakeholders, especially the development partners, including the EU; and to be able to formulate policy messages in a sensible way as well as implementable actions plans. In this Part attention will be put on the key issues identified in the SWOT analysis of the NALAs and on prioritizing areas of improvement to address.

3.2 Capacity Building

NALAs requires advocacy and organizational capacities as well as professional capacities and skills in the following fields: Leadership capacity; Management capacity; Technical capacity:

- ***Leadership capacity***: formulation and propagation of an authentic political vision and mission, based on the knowledge, expertise and close relationship to members; cooperation with and relation to relevant stakeholders, including national policy-makers CSOs, the

private sector, development partners, etc.; inspiration and motivation of relevant stakeholders; development of a strong reputation as a reliable and knowledgeable partner.

- **Management capacity:** support to the NALAs governing structures ; managing and enhancing NALAs staff ; developing NALAs standard of operations.

- **Technical capacity:** training of NALAs staff on Policy and political frameworks (understand how the policy system works and how policies are developed); understanding Policy cycles (know the relevant policy cycles on local and national level in order to understand when advocacy activities need to be organized to create impact); Strategic partnerships: be aware of the relevant stakeholders in the field and know their role and position; know which stakeholders might support (allies) or oppose (enemies); motivate, inspire and stimulate potential allies to support specific advocacy activities;

3.3. Setting the Objectives of the Local Authorities and the National Association of Local Authorities

To obtain results, LAs and NALAs need to articulate the outcomes they desire.

Objectives are the specific measurable results of the initiative. Objectives specify how much of what will be accomplished by when.

A good example of objectives are given by the UN sustainable development goals (SDG) formulated as following : Sustainable Development Goal 11: By 2030 Make cities and human settlements inclusive, safe, resilient and sustainable :

By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slum

By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons
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By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries
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The objectives shall be **Specific, Measurable, Achievable, Relevant, Timed, and Challenging (SMART+C)**

- **Specific:** they tell how much of what by when
- **Measurable:** information shall as much as possible be based on data that can be collected, detected, or obtained from records
- **Achievable:** they are possible to achieve AND it's feasible for LAs and NALAs to reach them
- **Relevant:** there is a clear connection to how they fit with the overall vision and mission of LAs and NALAs
- **Timed:** timing by which the vision and mission of LAs and NALAs and will be achieved is clear in the objective itself and an overall timeline
- **Challenging:** they stretch the NALAs to set its aims on significant improvements that are important.

3.4. Defining the National Association of Local Authorities Plan of Action

The Swot analysis in Analytical has unearthed capacity gaps in terms of human, and financial resources of the Association to effectively execute their mandate.

The EU support will assist in ensuring capacity building programmes for the staff of the Secretariat and the political leadership, The Association needs to be urgently repositioned as a body charged with implementation as well as monitoring and evaluation of decentralization for development processes.

a).What challenges should be addressed?

- Political and Legislated Recognition of Organised local government: ALAN as a representative body of Namibian Local Authorities is still weak to contribute substantial to achieving effective local governance, however it has not yet been recognised by the Ministry.
- Improved membership services: The capacity of ALAN to assist its members in issues of promoting local, participatory democracy and good governance at community level and do it on a sustainable financial basis is not yet developed due to lack of continual support.
- Strengthening financial sustainability:
- Fostering Strategic Partnerships:
- Aligning organisational structures and Develop Human Resources

b). What are the areas to target and what are the agents to mobilize to drive the desired change?

- Lobby development partners for financial support.
- Engage the MURD for recognition status to ensure continuous financial support.
- The staff and political representatives of ALAN
- The staff and representatives of selected Namibian Local Authorities

c). What are the potential strategies that align with NALAs agreed vision, mission and goals? :

Lobbying for political and legal recognition as well as improved intergovernmental relations:

- (i) Strengthen ALAN in becoming more self – reliant and financially sustainable,

- (ii) Improve the efficiency and effectiveness of basic service delivery by ALAN to Local Authorities in order for them to better provide service to the most vulnerable groups and,
- (iii) Assist Local Authorities in promoting local, participatory democracy and good governance at community level to deliver and respond more effectively to emerging challenges.

- ALAN is not recognized as a bargaining unit for LAs in Namibia
- LAs employees' terms and conditions of service depend on NAPWU which is the representative union
- Insufficient staff members to perform the duties of ALAN
- Skills deficiency amongst staff members
- Insufficient funding

2.1 Defining NALAs plan of action

• Content of the NALAs plan of action :

Strategic Priority	Focus Area	Deliverable /Output	Time frame	Responsible Person/Institutions
Lobby For Political & Legal Recognition as well as Improved Intergovernmental Relations	Aggressively pursue local government reform agenda	Convene meeting with the Law Reform Development committee & Parliamentary Standing Committee		ARC & NALAO Policy Committee
Improve Membership Services	Independent research to be undertaken on needs assessment of LA's	Profiling and Website development for LA's Leadership Training Workshops Establish a local authority Dialogue Forum Awards Evening		ARC, NALAO & Policy Committee
Strengthen Financial Sustainability	Fundraising and Partner Solicitation to mobilize resources	Lobby corporate partners and proposal writing to development partners		CAO & Financial Committee
Fostering Strategic Partnerships		Joint Indaba with ARC/NALAO Engage PS of MURD on matters of mutual interest Revisit all partnership agreements and advise Management		CAO & Policy Committee
Aligning Organisation Structure &		Source international volunteers and local interns		CAO & Policy Committee

Developing Human Resources		to capacitate ALAN in areas of research and management		
Visibility & Marketing of ALAN	Brand Revitalising	Re- create promotional material with themed messages (flyers, posters, banners) Online branding presence on social media (FB, Whatsapp, Instagram and Twitter)		CAO & Policy Committee, Municipal Pillars
	Visibility	<ul style="list-style-type: none"> - Media coverage Strike print partnership to Write articles/stories on ALAN Profile ALAN and Members in regions monthly Highlight core strategic objectives Raise awareness on members and staff Link stories to newsletter & website - Newsletter Create online newsletter Profile members and ALAN - Website Revamp 		
		-		

Indicator Framework

INDICATOR FRAMEWORK					
No	strategic priority	indicator	activity	frequency	responsible person/institutions
1	Lobby For Political & Legal Recognition as well as	# of Law Reform Development Committee meetings held	Convene meeting with the Law Reform Development committee	Quarterly/biannually	ARC & NALAO Policy Committee

2	Improved Intergovernmental Relations	# of Parliamentary Standing Committee meetings held	Parliamentary Standing Committee	Quarterly/biannually	
3	Improve Membership Services	# of LA Websites profiles established, updated and active	Profiling and Website development for LA's	Ongoing	ARC, NALAO & Policy Committee
4		# of Leadership Trainings workshops conducted for Local Authorities.	Leadership Training Workshops Establish a local authority	Quarterly	ALAN
5		# of Local Authorities participated in Case studies.	Dialogue Forum Awards Evening	Annually	ALAN
6	Strengthen Financial Sustainability	Recognition status (MOU) with the MURD for financial support.	Lobby corporate partners and proposal writing to development partners	On-going	CAO & Financial Committee
7		% of paid up local authorities		Annually	ALAN
8		# of financial proposals to development partners for financial support.		On-going	ALAN
9	Fostering Strategic Partnerships	# of strategic partnerships implemented.	Joint Indaba with ARC/NALAO Engage PS of MURD on matters of mutual interest Revisit all partnership agreements and advice Management	On-going	CAO & Policy Committee
10	Aligning Organisation Structure & Developing Human Resources	# Of Research, Surveys, literature papers and management reviews done by ALAN.	Source international volunteers, local interns and consultants to capacitate ALAN in areas of research and management	Annually	CAO & Policy Committee
11		# Of Research, Surveys, literature papers and management reviews Conducted with development partners.		Annually	CAO & Policy Committees
12	Visibility & Marketing of ALAN	- # of Media coverage Strike print partnership to Write articles/stories on ALAN	Re- create promotional material with themed messages (flyers, posters, banners) Online branding presence on social media (FB,	On-going	CAO & Policy Committee, Municipal Pillars

		Profile ALAN and Members in regions monthly Highlight core strategic objectives Raise awareness on members and staff Link stories to newsletter & website - Newsletter Create online newsletter Profile members and ALAN	Whatsapp, Instagram and Twitter)		
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Risk Mitigating Mechanism

Below are the list of Risk mitigating factors which will be implemented with the Plan to ensure and improve the success of the activities are completed:

1. **Communication Framework** to be developed to ensure all stakeholders are Informed and Notified about the activities using the ARIN approach, (Accountable, Responsible, Informed and Notified).
2. Monthly and Quarterly update reporting meetings to be conducted with the teams to ensure the plan is updated on a monthly basis.
3. Priority Activities are directly tied and aligned to the roles and duties of the teams and committees.

CONCLUSION

The quest for achieving complete decentralisation of functions to LGs in Namibia underlies the importance of LAs participation in all economic activities at local level. Also, provision of autonomy to regional and LA governments to plan, implement and manage the performance under their jurisdictions is fundamental if Namibia is to succeed in achieving TALD. In this regard, TALD is vital to decentralisation in that it ensures: reduction of burden on top management as functions are carried out at LG levels; it facilitate diversification; increase Executive development; promote motivation due to sense of ownership; accord management better control and supervision; and allows for quick decision making¹. It is therefore significant to note that more still need to be done to make sure that all stakeholders in Namibia are well informed and aware of the need for decentralisation. Moreover, to ensure the achievement of devolution of functions to LGs in Namibia, the main challenges highlighted in the voluntary national review (2018), need to be addressed. This infers that in order for Namibia to be able to devolve functions to LGs, resources should be made available to ensure that requisite finances needed to spear head the development agenda is available; build capacity of human capital and

¹ www.yourarticlelibrary.com [accessed 22 August 2020]

introduce quality disaggregated data to enable government to design targeted programmes to address poverty in Namibia².

² Republic of Namibia (2018). Implementation of sustainable development goals: voluntary national review