

ADVANCED INTERNATIONAL TRAINING PROGRAMME:

Public Financial Management and Local
Economic Development 2020-2025

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Public Financial Management and Local Economic Development 2020-2021

The main objective of this advanced International Training Programme (ITP) is to contribute to equipping municipal officials with skills in Financial Management and Local Economic Development.

The programme has a strong focus on municipal financial management and local economic development.

The programme is a joint venture between the ICLD and the UN Capital Development Fund's Global programmes. It will draw on the experiences from Sweden and from Swedish municipalities as well as experiences and expertise from the participating countries. The hybrid ICLD-UNCDF ITP methodology is designed to facilitate capacity development for senior level managers as change agents that drive institutional and policy reform processes designed to bring significant change in the local government sector.

The main focus will be Municipal Asset management, Digitalization of Municipal systems and business processes, Localization of the SDG's, Public Procurement and Financial management, Credit Worthiness for Municipalities, Innovation in Local Governance, PPP (Private-Public-Partnerships), Attracting and supporting MSME's, Exploring Alternative ways of financing local authorities, Local revenue enhancement, Gender Responsive Participatory budgeting, and Climate Smart Investments. The programme will also foster individual learning in several areas relevant to Financial Management and Local Economic Development.



SOROTI CITY

AUTOMATION OF REVENUE MANAGEMENT SYSTEM FOR IMPROVED SERVICE DELIVERY

ELEPO JOSEPH

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INTRODUCTION AND OBJECTIVE

Soroti city (Uganda) undertook a change project for 'Automating the revenue Management System' of the city, for improved service delivery. The project involved the migration of revenue data from the manual system to digital. The manual system had revenue leakages, No quick means of feedback to the community, poor revenue performance, difficulty in implementing sector work plans and hence poor service delivery to people, impacting negatively on the quality and standard of living of resident.

Main Objectives

1. Automation of revenue management process
2. Vigorous taxpayer sensitization
3. More political will and support
4. Improved revenue enforcement strategies



Team Soroti (U) with their mentor

TARGET GROUP AND METHOD

The project targeted a number of stakeholders including: Tax Payers, Management/Technical Staff,

Members of the Community, Private sector partners, Non-Governmental Organizations(NGOs),Community Based Organizations(CBOs), Uganda Revenue Authority(URA),Local Government Finance Commission(LGFC),Ministry of Finance Planning and Economic Development (MOFPED),Ministry of Local Government (MOLG)

Methods used include:

- Hands on training for staff – automation on IRAS (Integrated Revenue administration system),
- Public procurement and installation of infrastructure – Equipment, internet/Data etc.,
- Sensitization meetings,
- Van mounted Awareness creation,
- Radio talk shows on reforms,
- Notices and publications on gazette,
- Exchange/study visits-Benchmarking,
- Lobbying for partnerships on funding, human and capital development



Hands-on-Training on IRAS



The results:

- Automated revenue management process, digitally done from registration to reporting.
- Improved revenue performance by 60% between July 2021 – September 2021 only,
- The city collected Ugx 200 Million in 3 months as compared to Ugx 500m collected the whole of last financial year
- Co-funding of projects increased
- Operations and maintenance (O & M) of assets has improved
- Management of garbage is getting better– it is now quite regularly picked
- Payment of street lights bills is getting lighter and timely
- Implementation of sector work plans so far getting flexible and better



Point of sale machines

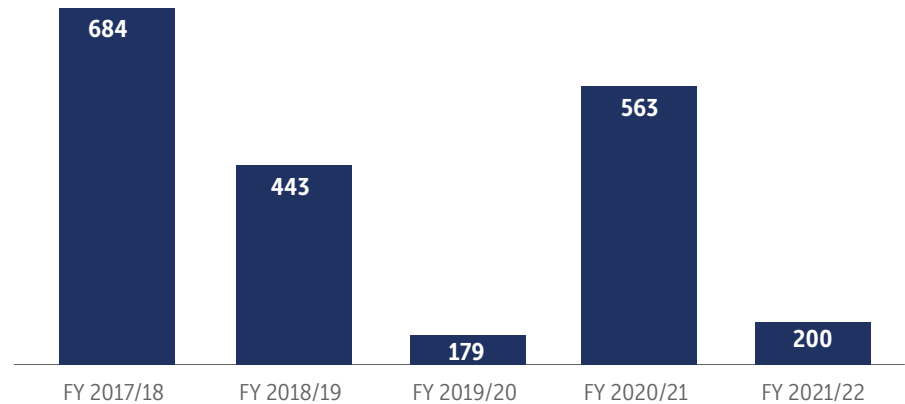


FIGURE 1: REVENUE PERFORMANCE FOR LAST 5 YEARS

IMPACT

- Quality of service delivery improved
- Standard of living of residents has risen
- Public relations with the residents has improved
- Attitude of taxpayers is positively changing
- There is now more taxpayer confidence
- More development agencies are getting on board to partner with the city on development agenda
- Public private partnerships are coming up to deliver services

Major Challenge

- Change management



Team Soroti (U) on benchmarking exercise to Entebbe Municipal council



Soroti Team (U) with Mayor, mentor, and supervisor

CONCLUSIONS

The migration from manual revenue management system to digital has had reduction in revenue leakages, quick feedback to taxpayers, increase in revenue collection, implementation of sector work plans to a great extent and ultimately; improvement in service delivery.

This improvement in service delivery through street lighting, maintained roads, additional road network, garbage collection, operation and maintenance of public infrastructure, etc. has begun impacting positively on the quality and standard of living.

ACKNOWLEDGEMENTS

We would like to sincerely thank all stakeholders without which perhaps no success would have been registered, and these among many really deserve mention:

- Top Management for support, project ownership and funding of non-training costs
- Local Government Finance Commission for software installation(Integrated Revenue Administration System-IRAS) and related training
- Swedish International Centre Local Democracy human capacity building
- United Nations Capital Development Fund for collaboration with ICLD on human capacity building
- Uganda Support to Municipal Infrastructure Development for hardware especially computers
- SEATINI for Developing the 5 year revenue enhancement plan(2021/22-2025/26)
- USAID for supply of equipment especially IPADS, Computers, printers, etc.

More information on this and related projects can be obtained at www.soroti.go.ug



GULU CITY

REVENUE ENHANCEMENT PROJECT FOR GULU MAIN MARKET

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Team Leader

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Supervisor



INTRODUCTION AND OBJECTIVE

Gulu City (Uganda) undertook a change project for “**Enhancing Revenue Collecting in Gulu Main Market**”. The outcome was to improve service delivery in the city. Gulu Main Market was constructed under a project called MATIP 1 (Market and Agricultural Trade Improvement Program). The objective of the project was to: improve household income of market vendors; transform economic infrastructures to enhance selling and buying of agricultural products; and enhance revenue for the Council (projected to be 1bn p.a). Overtime, this project did not achieve its objects, instead the revenue collection from the market kept on dwindling to the extent that the City Council started paying market operation costs from other revenue sources. The problem was heightened due to gross mismanagement of the market, fraud, corruption and vendors were renting from others at a very high costs. This was impacting negatively on the quality and standard of living of the people.

Main Objectives

1. To increase market revenue to an estimated UGX 1bn p.a.
2. To establish a management committee for the market.
3. To put in place a five years DRIP.
4. To automate the payment system for market revenue collection.



The President of Uganda with Council officials during the launch of the market

TARGET GROUP AND METHOD

The project targeted a number of stakeholders including:

Market vendors, supplier of agricultural produce, Management and Staff, Tax payers, Members of the community, Private sector partners, Non-Governmental Organizations(NGOs), Community Based Organizations (CBOs); Government agencies and ministries including; Uganda Revenue Authority (URA), Local Government Finance Commission(LGFC), Ministry of Finance Planning and Economic Development, Ministry of Local Government.



Method

- Had trainings on technical matters sponsored by ICLD.
- Revenue Enhancement Committee formed.
- Revenue Enhancement Committee had several planning meetings.
- The Committee carried out field visits to ascertain facts in Gulu main market.
- Overhauled the management team of Gulu Main Market.
- Tenancy agreement signed with market vendors, and vendors sensitized on the market guidelines and policies.
- Regular meetings with contracted revenue collectors and market committees were held.
- Conducted several stakeholder engagements.



- Improved financial management due to staff reshufflement
- Improved working environment
- Increased knowledge and skills for staff
- Increased revenue collection. Revenue performance improved by 40% from February – September 2021. The City collected 308,950,000 within this shortest period.
- Increased efficiency
- Good Governance
- Improved Institutional performance
- Enhanced community participation
- Increase cohesion between leaders and community members

Challenges

- Unwillingness of some traders/ officers to embrace change, for example, resistance to register on Integrated Revenue Administration System.
- Lack of funds for council to install electronic payment system for market dues.
- Bureaucratic decision-making process by administrators.
- Fraud by tax collectors as some of them o have duplicate receipts to get money into their pockets.
- Expenditure at source (payment of utilities and minor repair in the market).
- Political interference in market dues collection due to some unfair pronouncements.
- Inadequate coordination between market master and traders in the market.



Mayor of Gulu City and His executives, Technical staff, Market management team meeting with Market sector Heads during the highlights of the proposed changes that will take place in the market.



- Improved revenue performance by 40% between March 2021 – September 2021 (Market dues).
- Co-funding of projects have increased due to enhanced revenue collection from the market.
- Promoting local economic development through involvement of private sectors.
- Standards have been set for future revenue collection and administration.
- Operations and maintenance (O & M) of assets greatly improved.
- Implementation of sector work plans improved due to increased allocation of resources to departments out of dues obtained from the market.
- Automated revenue receipting procured to further improve revenue collection and management in the market.

Team from Gulu City Local revenue enhancement committee, together with the Technical planning committee guided by a consultant hired by SEATINI Uganda & Oxfam guided the process of development of the Gulu City five year local revenue enhancement plan (2021-2026]

Objective; 1-Guide revenue collection and mobilization



An engagement by a consultant during the process of formation of Gulu City 5 years Local revenue improvement plan



The ED of SEATINI Uganda signing of the plan during the launch of the LRIP at BOMAH Hotel in Gulu City.

CONCLUSIONS

Overhauling the management of Gulu Main Market revenue management team yielded fruits leading to reduction in revenue leakages, quick feedback to taxpayers, increase in revenue collection, increased budget allocations to departments, hence improved budget execution, and eventually improving service delivery in the City.

The revenue obtained from the market improved service delivery through street lighting, maintenance of roads, additional roads opened, garbage collection improved, operation and maintenance of public infrastructure improved. This has impacted positively on the quality and standard of living.

ACKNOWLEDGEMENTS

The Project Team wishes to acknowledge and thank: The ICLD & UNCDF for the financial and technical support towards the achievements of this project; and Dr. Yusuf Kiwala our Mentor for his immense and adept technical expertise that guided us on this project.

Special thanks go to Lord Mayor, City Clerk, Heads of Department, the City Technical Planning Committee, all the Division Mayors, Town Clerks and Clerks to Councils who supported the process.

Finally, Top management would like to acknowledge with thanks all the key stakeholders, the city residents, government officials, private sector representatives, and academia for their insights, information and feedback that contributed through meetings, forums and social media to this project.

For further information please contact Gulu City at gulumainmarket@gmail.com

More information on this and related projects can be obtained at www.facebook.com/Gulu-Main-Market



KAPIRI MPOSHI TOWN COUNCIL

THE REGULARISATION OF ILLEGAL MINING ACTIVITIES IN KAPIRI MPOSHI MANGANESE MINING AREAS

EDWIN SAKEYO

TECKLER MUJALA

OBBY KABASA



INTRODUCTION AND OBJECTIVE

Improved Public Financing and Local Economic Development in Kapiri Mposhi District for improved service delivery, through the regularisation of the informal mining areas.

To organise and legalise the Small scale Manganese Mining activities in Kapiri Mposhi District through achieving the following objectives

Main Objectives

1. Mining registration process in place
2. Collaboration among relevant authorities achieved
3. Engagement of political players at all levels
4. Adherence to council rules and regulations



Manganese deposits at the Kampumba Manganese Mine

TARGET GROUP AND METHOD

The target group for the project are the men, women and youth owning manganese mines in the district, with the objective of Formalizing them through the Local authority through paying the necessary fees to the Council

This will be done by identifying and registering all the Manganese miners, Creating a database for all the Manganese Miners and associated activities, Undertaking stakeholder consultation with small scale Manganese and other miners to sensitise them on policies and procedures.



Mining activities



The district has a total number of 32 miners registered broken down into the following categories 7 women, 22 men 2 youth.

Increased income, order and regularized mining activities, services provided/improved, Increased Local Economic Development

- 7 out of 32 miners are women ...(fig. 1a)
- 23 out of 32 miners are men....(fig. 1b)
- 2 out of 32 miners are falling under the youths age group... (fig. 1c)

The Total Number of Manganese mines has increased to thirty two (32) with an increased revenue of from K162,000.00 in 2020 to K141,000.00 in the year 2021 for past one year with 7 women, 22 men 2 youth owning mines. (Figs. 1). Three Manganese miners are waiting to formalize the process with the Local authority.

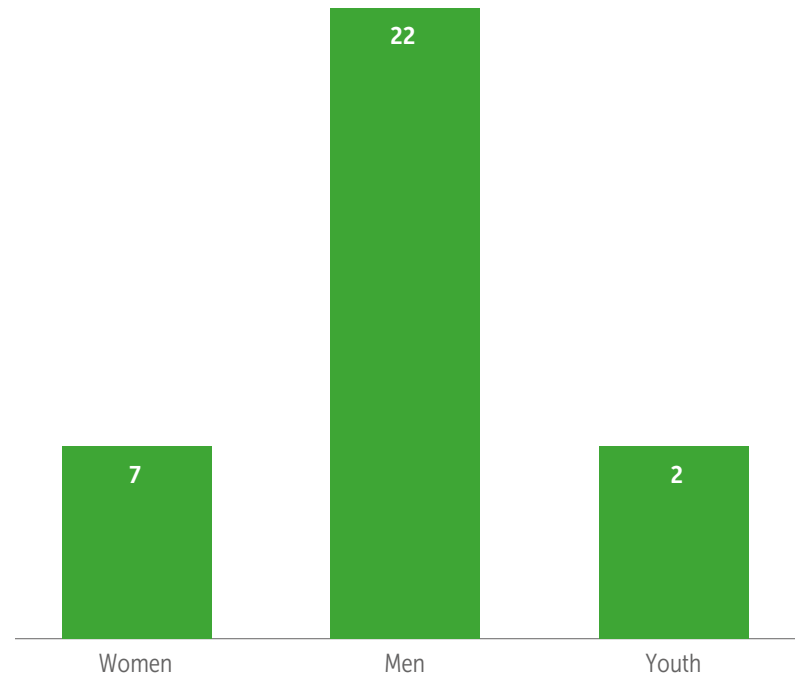


FIGURE 1: NUMBER OF MINING COMPANIES

In comparison to other genders and age range, there are more men (22) owned mines as women (7) owned with there been only 2 youth owned mines.



- Miners have legitimate ownership documents,
- KMTCC has increased revenue generation,
- Increased LED due to increase in business opportunities, better service delivery due to increased revenue by KMTCC.
- Miners formalized creating order and environmentally friendly mining
- Stable income for miners and increased ability to pay for Council services

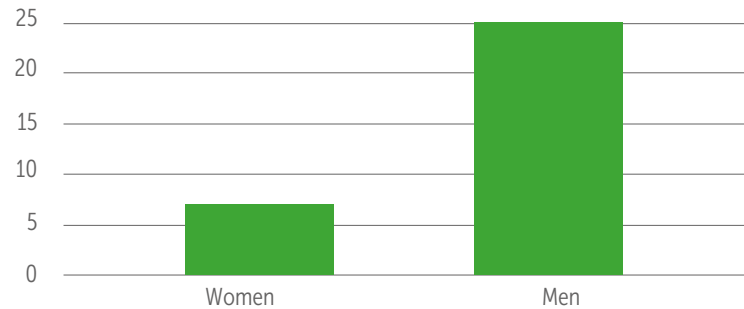


FIGURE 2. MINERS REGISTERED RATION OF MEN TO WOMEN.

Figure 3: Shows the flow of revenue from 2019 – 2021. The revenue has increased from 2019 to 2020 but seems to have dropped in the year 2021. The revenue is expected to increase for 2021 since October to January this is when the customers will be paying for their licences.

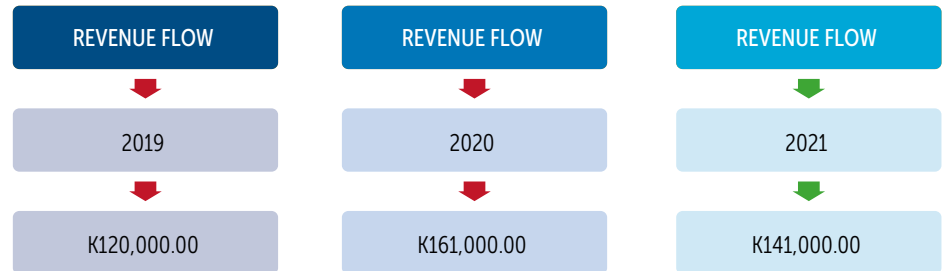


FIGURE 3. COUNCIL REVENUE OR ANY OTHER DATA AVAILABLE

CONCLUSIONS

The district has registered all the Manganese miners and has created an updated database for all the miners, this has led to compliance with the mining laws and regulation and even a willingness to offer services.

The Stakeholder consultation helped to sensitise them on policies and procedures which has led to unionization in mining approach and standardisation

ACKNOWLEDGEMENTS

We thank Kapiri Mposhi Town Council and Management for assistance rendered to us towards achieving most of the targets on this cause and also still helping in meeting the objectives

For further information please contact kapirimposhitowncouncil@gmail.com

More information on this and related projects can be obtained at www.kapirimposhitowncouncil.com or [Kapiri Mposhi Town Council facebook page](#)



LUSAKA CITY COUNCIL

TITLING AS A WAY OF RAISING REVENUE FOR THE LUSAKA CITY COUNCIL

NACHELA M. MUMBA

JONAH MUKOPE SIWALE

BESTON KAJOBA



INTRODUCTION AND OBJECTIVE

Lusaka City Council is a local authority whose mandate is enshrined in the Constitution of Zambia which is to

- Administer the district;
- oversee programmes and projects in the district;
- make by-laws;
- and perform other prescribed functions.

In order to undertake this mandate, there is need to adequately fund the Local Authority. "Improved public Financing in the City Council of Lusaka for improved service delivery, through issuance of Ownership documents in the peri Urban Areas. This will consist of a Title Deeds in planned areas and Occupancy Licenses in the unplanned settlements".



Flooding in Parts of the Lusaka City as a result of poor drainage system and poor Waste management

TARGET GROUP AND METHOD

Lusaka district has 38 Settlements. Residents in these Informal Settlements in most cases do not have ownership documents. The aim of the project was to register all residents, issuing them with title or occupancy licenses, the City plans to issue over 250,000 ownership documents. This will help Lusaka City Council raise a sum of K1,000,000,000.00 which is about (\$58.8 million) over a period of (4) three years. This translates into annual revenues of around \$14.7 million.



a picture of the slums or an informal settlement



The following has so far been achieved;

- A total of 100,000 have been captured
- A total of 48,000 have been issued with offer letters
- Over K25,000,000.00 has been paid into government to date (\$1.5million).
- The remaining 52,000 properties are awaiting verification and approval of information captured of the landowners.
- A total of 10,000 properties have been captured on out 2019 Valuation Roll which Council effected this year.
- Expected annual revenues from the 10,000 properties is \$30,000 dollars per annum

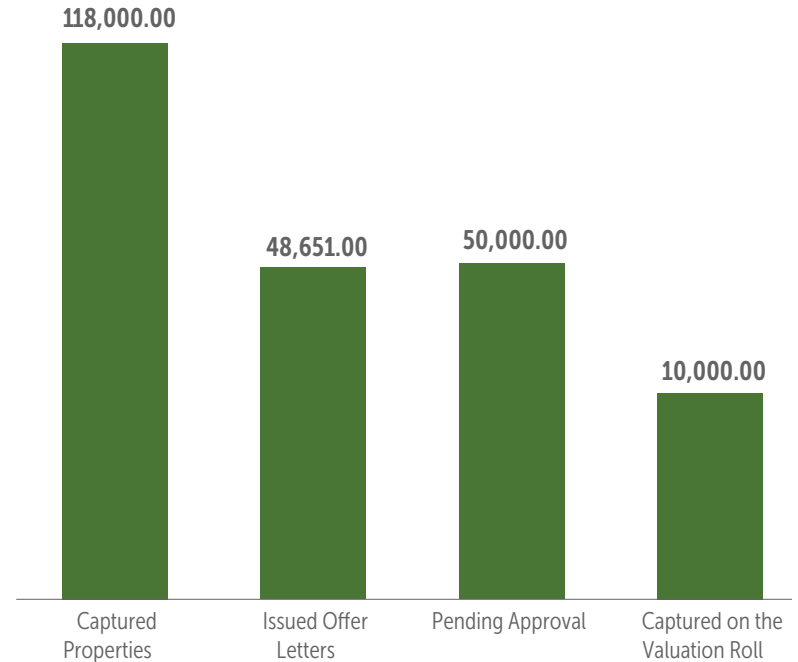


FIGURE 1: DATA CAPTURED UNDER THE PROJECT AND PROCESSED.

Around 10,000 properties have so far been captured on the current valuation roll.



The project has so far excited the residents as can be seen from the number of landowners who have registered so far. This has resulted in government collecting over K25million (\$1.4million) in form of processing fees.

Out of the issues 48,651 issued letter of offer a number of 10,000 has been captured on the current valuation roll. This will result in annual revenues flowing to the Council of up



Bulldozer for use at the landfill procurement using a loan from the bank to be repaid using revenue from Rates

to K2.6million (\$155,000) effective 2021. With this revenue Council has been able to procure equipment needed for effective delivery of services especially waste management and drainage maintenance.

The remaining 38,651 have been earmarked for inclusion on the supplementary valuation roll which is under preparation.

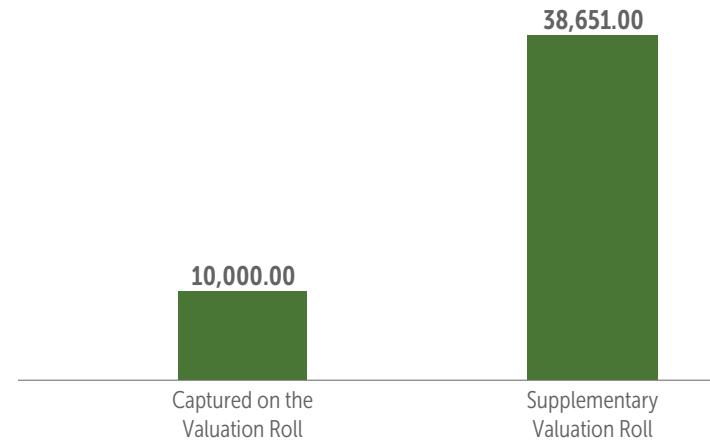


FIGURE 2. PROPERTIES ON THE VALUATION ROLL VS EXPECTED SUPPLEMENTARY VALUATION ROLL

CONCLUSIONS

Lusaka City Council expects at the end of the project to have all informal settlements fully regularized, and landowners given ownership documents for the land they own. This will empower the current occupants who currently do not have title to their property. Once empowered with these ownership documents, landowners will be able to access financing from the banks for investment. This will help build the local economy and lift the greater population especially of youths and women in the preurban from poverty.

Once this is done these landowners will be able to contribute towards service delivery by paying an average of K150 per annum (\$9). With the targeted 250,000 properties to be regularized, an expected annual payments K37.5million (\$2.2million). The Council will plough these funds back into the communities through service delivery in order to have clean, green, safe and healthy city.

ACKNOWLEDGEMENTS

We wish to express our sincere gratitude to the Swedish International Centre for Local Democracy (ICLD) for according us an opportunity to learn and interact with other teams from other countries the experience was amazing, we thank the Mentor Ms. Gertrude Ngenda for the support and monitoring of the project.

We appreciate our supervisor Mr Alex Mwansa Town Clerk of Lusaka City Council for making sure the projects was a success and lastly, I would like to commend the tireless efforts and commitment by the team members, the project is success all because of your conceded effort.

For further information please contact info@lcc.gov.zm

Postal address: Civic Centre, Independence Avenue, P.O Box 30077, Lusaka



KIBAHA TOWN COUNCIL

DIGITALIZATION OF REVENUE COLLECTION AS A WAY TOWARDS EFFECTIVE FINANCIAL MANAGEMENT AND LOCAL ECONOMIC DEVELOPMENT

MR. FILEMON SIRIWA

MS. HILDEGARDA SAUDARI

MS. JOAN RWEGOSHORA



INTRODUCTION AND OBJECTIVE

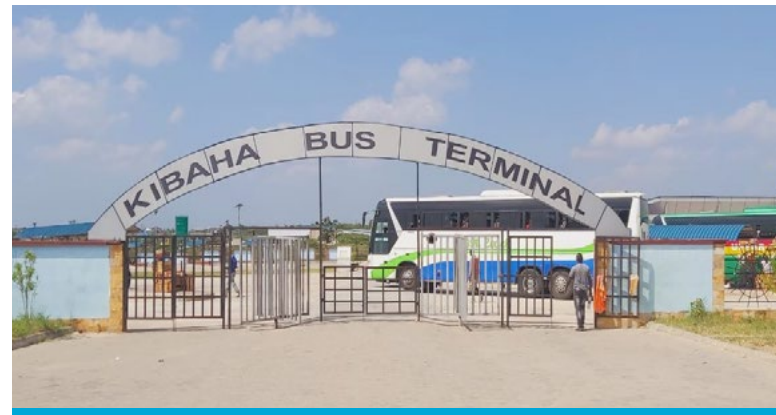
The change project aim on solving the problem of low revenue collection from own sources. This problem caused by manual revenue collection from some areas, ineffective use of digital technology and unwillingness of the community to pay their responsible fees and rentals.

Main Objectives

1. High revenue collection from council own sources

Short term objectives:-

2. High collection capacity
3. Willingness of the community to pay their responsible fees and rentals
4. Effective use of digital technology



Kibaha Bus Terminal: One of the sources of revenue

TARGET GROUP AND METHOD

Target group were Politicians, Council Management Team, tax payers, revenue collectors, Ward and Village Leaders



Introduction of the project to Council Management Team, Mayor, Ward Development Committee, awareness training to revenue collectors and Sensitization through PA system



Main results are on revenue collection which reflected to the main objective of the project.

The results are into three categories:

- Defaulters decreased from 1,000 in year 2019/20 to 600 in year 2020/21
- Own sources revenue collections increased from 87% in year 2019/20 up to 114% in year 2020/21
- After installation of CCTV camera at bus terminal in May 2021, revenue increased as illustrated in the figure below:

After installation of CCTV Camera at bus stand, the revenue started to increase compared to before installation.

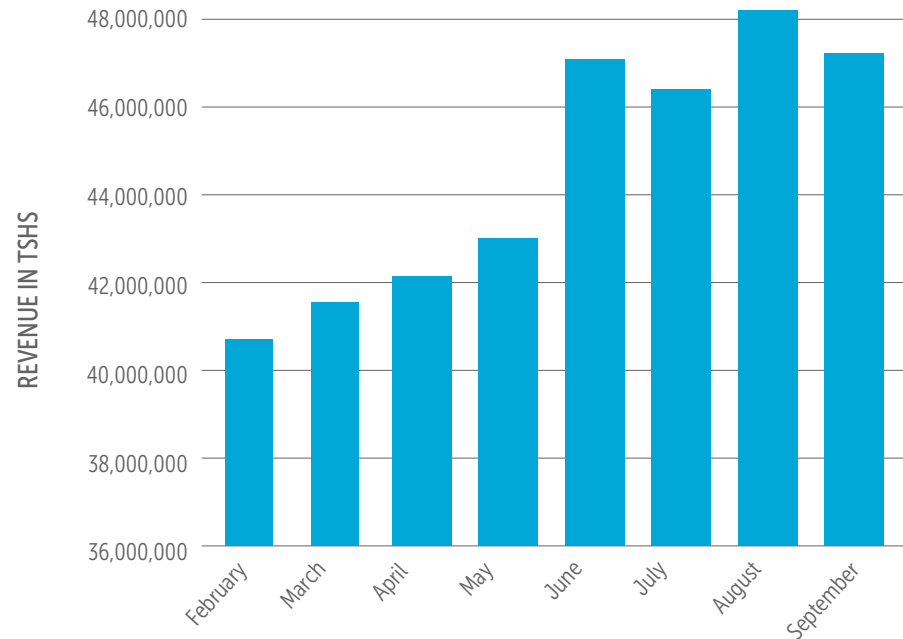


FIGURE1. TREND OF REVENUE COLLECTION AT BUS STAND BEFORE AND AFTER CCTV INSTALLATION



Increased empowerment of less privileged group:-

It is directed by the government that 10% of Council's own revenue collected to be directed to women, youth and disabled. The amount provided to this group has been increased from Tsh. 324,100,000 in year 2019/2020 to Tsh. 391,964,000 in year 2020/2021

High social economic development:-

This revenue has been used in providing social economic services such as:

- Construction of 5 classrooms, 1 dormitory and 10 pit latrines,
- Completion of construction of buildings in 6 health facilities,
- Rehabilitation of 1 health facility,
- Maintenance of road and abattoir,
- Maintenance of roads at market,
- Maintenance of bus stand infrastructures,
- Therefore, the higher the revenue, the higher the social economic development



Boko Timiza dispensary building and Classrooms block at Viziwaziwa Secondary School

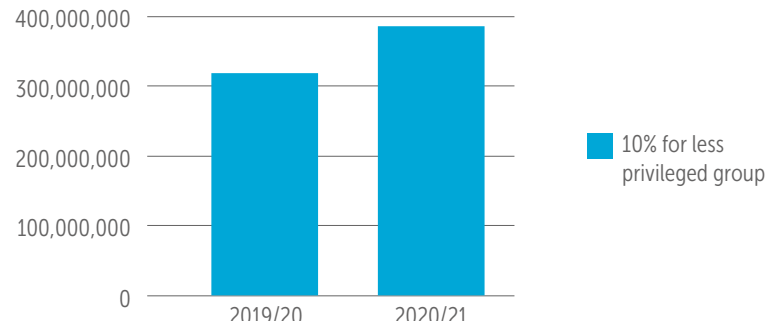


FIGURE 2. INCREMENT OF 10% OF REVENUE PROVIDED TO LESS PRIVILEGED GROUP FROM YEAR 2019/20 TO YEAR 2020/21

CONCLUSIONS

Since the main problem was low revenue collection due to manual collection, ineffective use of digital technology and unwillingness of some community members to pay their responsible fees and rentals, we can conclude that, if the council eliminate manual collection method in all sources and use digital technology effectively, and the community are willing to pay their responsible rentals and fees effectively; the problem of low revenue collection will be solved. The increase in revenue will improve local economic development which lead to sustainable development.

ACKNOWLEDGEMENTS

We thank UNCDF for financing this training program. We also thank ICLD for coordinating this training program. Vote of thanks also goes to Dr. Patricia Mwesiga for guiding and mentoring during this training program. We also thank Ms Jenifer Omolo and Eng. Mshamu Munde for supervision and ensuring the implementation of the project.

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More information on this and related projects can be obtained at www.kibahatc.go.tz



TANGA REGIONAL SECRETARIAT

**STRENGTHENING GOOD GOVERNANCE THROUGH
EFFECTIVE UTILIZATION OF e-GOVERNMENT
FOR EFFICIENT PROJECT IMPLEMENTATION AND
MANAGEMENT IN TANGA REGIONAL SECRETARIAT**

RAHMA NASSOR

SULEIMAN SAID

MORICK MWASAGA



INTRODUCTION AND OBJECTIVE

The degree of coordination among Regional Secretariat office Departments in projects management being uncertain has resulted into large number of unfinished projects, improper functioning of finished projects and unrealized community prioritized projects. This problem is aggravated by limited participation of staff to contribute innovative ideas in project management, insufficient governance, ethics, leadership and management skills among leaders, limited number of required experts (local technicians/ engineers), improper handling and keeping of projects records due to underutilization of e – government system.

The change project aimed to improve coordination among departments during project implementation. Specifically it sort to enhance good governance and increase the use of e-government system.



Tanzania country ICLD's Mentor is having a meeting with Tanga Regional Secretariat top management officials on team project

TARGET GROUP AND METHOD

Targeted group was Tanga Regional Secretariat management and its personnel and method used to achieve our objectives was through co-workers workshops on emphasizing bottom-up and up -bottom feedback by means of monthly departments meeting, sharing information via e-office and traditional information channel.



One of the team members illustrating on participatory decision making

RESULTS

- Through the use of e-Government system Tanga Regional Secretariat has managed to reduce the loss of projects' and other documents, as for now the proper handling of documents and records keeping has increased by 35% even if is 5% less than a target.
- Advocating participatory decision making has increased awareness to projects to 84% from 55%.
- Recruitment of 4 interns and transfer of 1 engineer to Tanga Regional Secretariat has exceeded our target by 17%

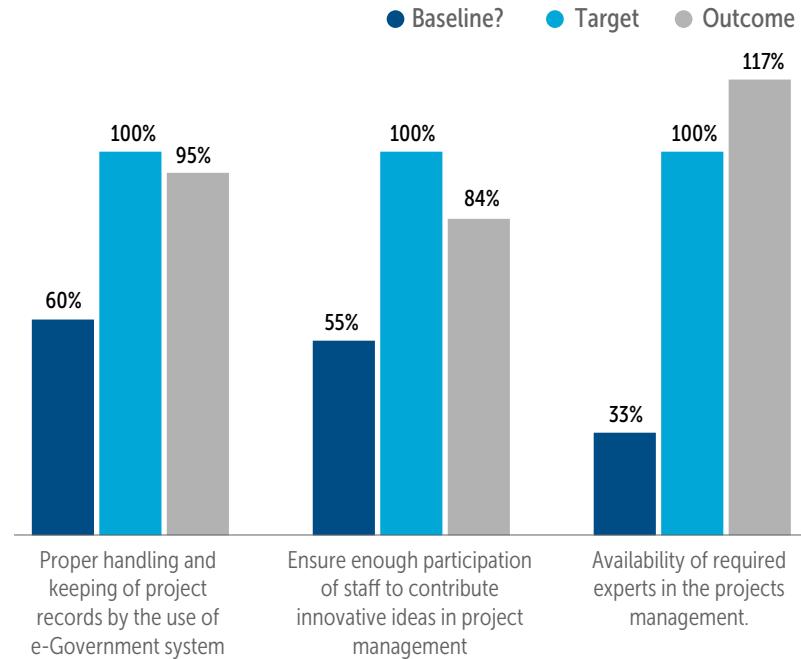


FIGURE 1. BASELINE, TARGET AND OUTPUTS OF THE CHANGE TEAM PROJECT



Increased proper implementation and management of projects due to waxed number of experts hence has skyrocketed a number of finished projects by 60%



Some of the new ICT tools and equipment installed recently at Tanga Regional Secretariat



Experts/engineers attending to a Governor's residence house construction, one of the Tanga Regional Secretariat projects



A completed Governor's office in Korogwe district which its construction started in financial year 2019/2020

CONCLUSIONS

Through our team project we have learned that you can't deviate from the use of ICT if you want accurate and timely outcome. Also how easy it is to accomplish anything when you value everyone's ideas and involve different people to a common goal. Our journey was a bit hectic and disappointing at the beginning but by putting more effort and sacrifice we have managed to come this far.

Our advocacy for change in our organization has put a mark and has sparked a sense of accountability to our colleagues. We are very proud to be an inspiration and pioneers for change.

ACKNOWLEDGEMENTS

Our million thanks to ICLD & UNCDF for facilitation and sponsoring our training, and Dr. Patricia Mwesiga our mentor for her professional guide. Funding for this project was provided by the Tanga Regional Secretariat.

For further information please contact ras.tanga@tamisemi.go.tz

More information on this and related projects can be obtained at www.tanga.go.tz



CAPE AGULHAS MUNICIPALITY

EFFECTIVE INFORMAL COMMUNITY INVOLVEMENT IN MUNICIPAL MATTERS

EMILE BEHR

EBEN PHILLIPS

LINDY VALENTINE

STEPHEN COOPER



INTRODUCTION AND OBJECTIVE

Effective and efficient public participation and communication is a major challenge amongst the residents of our informal settlements. There was an apathy to participate in Municipal affairs and very little appetite for the outdated means of participation utilized by the Municipality. This left residents in the informal areas with limited opportunity to voice their needs and access opportunities which could improve their lives.

The objective of our project was therefore to encourage active participation of the informal settlements in local government processes and matters, through innovative communication and participation platforms suited to the sector.



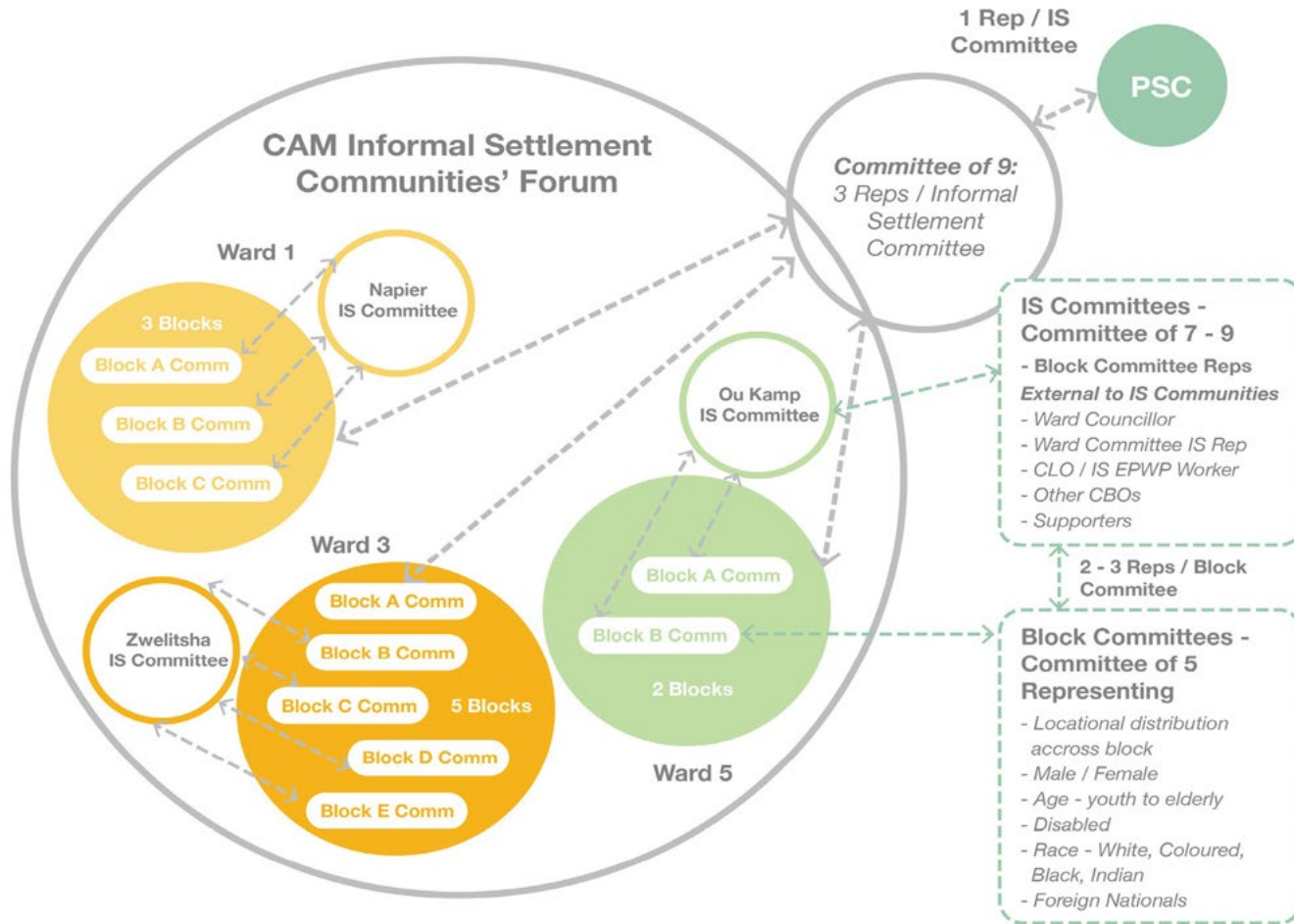


FIGURE 1. PROCESS FOR INFORMAL SETTLEMENT COMMITTEES

TARGET GROUP AND METHOD

Our target group were the residents of the informal settlements, consisting of 2186 residents across three informal settlements, within the Cape Agulhas Municipal area. The methodology followed was to integrate with the NGO, working with in-situ upgrades and the election of informal settlement committees, Peoples Environmental Planning (PEP), they assisted us with the interaction with the informal settlement committees.

The method we followed was initially face to face meetings with the committees and thereafter the utilization of our YouTube channel to broadcast meetings, thereafter the Municipal Facebook page and the Municipal app.



I.S Committee



FIGURE 2. MUNICIPAL APP



The methods used by the Municipality proved to be relatively effective at addressing many needs of, and inputs from, the informal settlements which previously would have manifested themselves as public protests.

There were improvements with the level of participation from the informal settlements that would previously not have occurred.

- Council meetings broadcast on our YouTube and Facebook channels
- IDP Meetings broadcast on our YouTube and Facebook channels with feedback periods given for Community input.
- Regular weekly themed local radio slots, relevant to residents of the area.
- Free WiFi to enable the residents to access the platforms required for participation
- Valuable input was received from the community after participating in the live streaming events.
- Conventional Council meetings never attracted any public attendance, but the virtual platforms regularly had over 2000 participants.
- Valuable input was received from the informal settlements which enabled the Municipality to address their urgent needs and concerns.

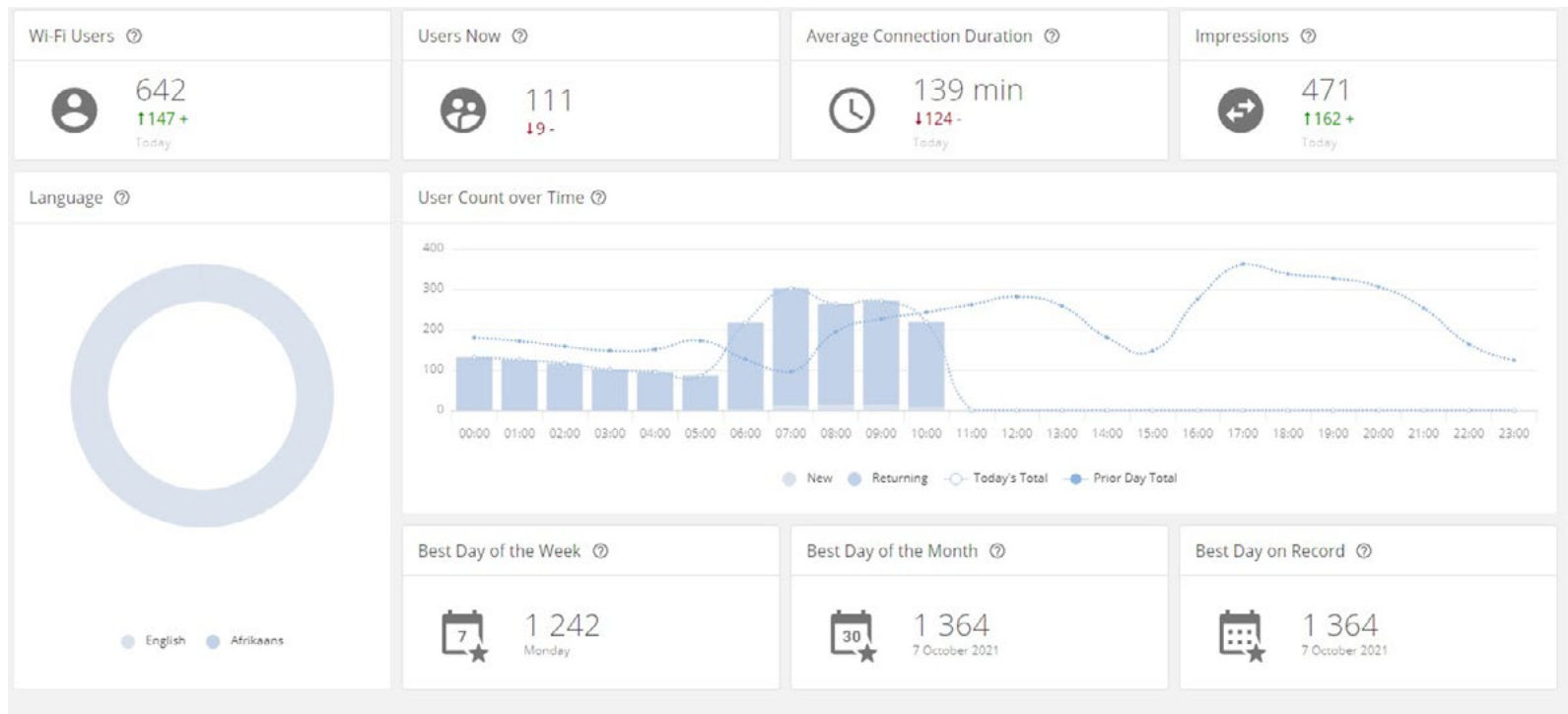


FIGURE 3. WI-FI STATISTICS IN INFORMAL SETTLEMENTS



The impact of this project has led to the sustainable formation of Informal Settlement Committees which will continue to have a voice and be heard by the Municipality as the voice of their residents.

The upgrade work that is currently being performed in their areas is as a direct result of this project and the Municipalities innovative methods to include all residents in its decision-making processes.

The establishment of the Informal Settlement Committees have led to a significant improvement in service delivery and communication with the residents of these areas.

- Timeous repairs of water leaks
- Repairs of informal road surfaces
- Complaint's system that addresses complaints logged and time of repair.
- Addressing the issue of theft and vandalism
- Helping with the issue of tampered meters



Feedback meeting IS Committee

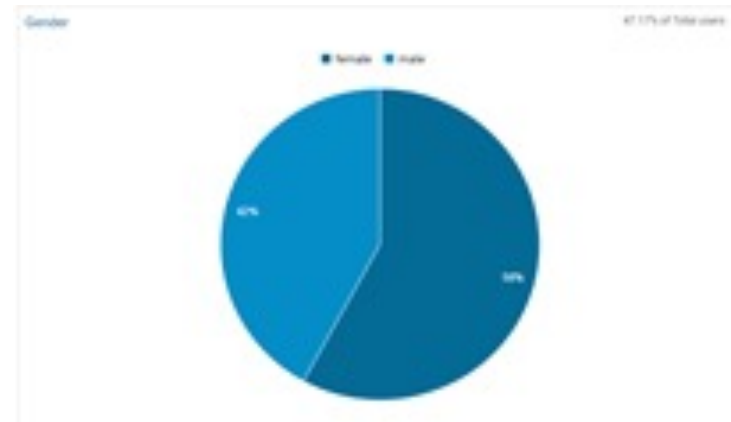


FIGURE 4. GENDER NUMBERS PARTICIPATING

CONCLUSIONS

The Informal Settlement residents of Cape Agulhas really want to participate in their community matters but always felt that the Municipality was not giving attention to their specific needs and became apathetic in their approach to local government matters. This project has done a great deal to instill more confidence in local government and they have far more attractive platforms to communicate on. The number of requests and logged complaints on the Municipal app can attest to that fact. They are also receiving active feedback within reasonable timeframes to concerns that they are raising.

ACKNOWLEDGEMENTS

- Dr Andrew Siddle our mentor
- PEP for the information on the informal settlements
- ICLD for making this opportunity possible
- All our Cape Agulhas colleagues and councilors for their assistance
- The informal settlement committees for their support and inputs

For further information please contact info@capeagulhas.gov.za

More information on this and related projects can be obtained at www.capeagulhas.gov.za



KOUGA LOCAL MUNICIPALITY

BIOMASS HARVESTING PROJECT

FEZEKA MABUSELA

RIAAZ LORGAT

NOMVULA MACHELESI



INTRODUCTION AND OBJECTIVE

Throughout the Eastern Cape, Invasive Alien Vegetation is a massive environmental and agricultural problem, and the removal of this vegetation has been the focus of several groups. Hence this has been a catalyst to the program and the project chosen and is possibly one of the most sustainably viable initiatives effecting local communities surrounding the Kouga area.

The Biomass Program combines the harvesting of the natural resources, which is a critically needed environmental intervention and creates long term sustainable job opportunities.

Invasive Alien Vegetation is acknowledged as a major problem in the area and is causing billions of Rands of damage to the environment and economy. This is through the negative impact on primarily our water resources as these species are occurring along the water courses and riverbeds and remove our already scarce water from the environment.



Mobile Plant



Participant training



TARGET GROUP AND METHOD

The Collaborative program focusses on the need to create employment for the local communities of Hankey, Patensie, Jeffreys Bay, Tsistikamma, Clarckson, Kareedouw, Oysterbay and Humansdorp, whilst using a technique of converting alien biomass into a soil enhancer that can hold carbon, boost food security, and increase soil biodiversity by helping soils retain nutrients and water. The biochar can also be exported.

The region has a very un-representational technical skills distribution base, with a significant percentage of people from these communities having low levels of school education and limited skills. This is a major cause of poverty and unemployment and is a key constraint to growth which needs to be addressed as a priority.

Natural resources exist throughout the country, but the challenge is how to effectively utilise these resources for the benefit of the environment as well as the creation of long - term sustainable employment.

The biomass produced by the harvesting of these species is converted into carbon rich material which can be an important tool to increase food security and cropland diversity

Taking the opportunity to turn problematic Invader Plant species into job opportunities has a positive impact on the Environment, It also has the potential to create over 300 permanent opportunities and in excess of R350 000 000 in salaries over the next 20 years.

Visits to various communities and establishment of conclusive data base of names of suitable candidates and screening of candidates.



- Appointment of accredited training provider
- Basic training in alien vegetation clearing, chainsaw, woodchipper operation, maintenance and safety.
- Mapping of biomass in different areas.
- Allocation of Teams and identifying team leaders and administration support
- Procurement of equipment for the Operation - PPE and Chainsaws and Woodchippers
- Additional training in Financial literacy, business administration, conflict resolution and human resource management.
- Project Management, Mentorship and support
- Project Administration
- Testing of biomass product
- Sourcing markets for distribution of biomass

Project Benefits

- Develop a bio - economy
- Compliance with the National Environmental Act and targets
- Reduction in Green House Gases (GHG)
- Beneficiation of invasive alien vegetation (IAV)
- Job creation
- Improvements at Humansdorp Landfill site (fencing, security, landfill lifespan extension, weighbridge operation, boreholes, office space and ablutions)
- Education and awareness to communities at large on GHG and IAV's and skills development (individuals on IAV removal)
- Market leading in technology
- Commercial viability to SMME's
- Export Potential

(a) Biochar

- Increase the nutrient and water retention of soil
- Mass Employment for unskilled - harvesting
- Community upliftment
- Green House Gas mitigation
- SMME Development
- Energy and Water Recovery
- Export potential

(b) Waste to Energy

- Skilled Employment
- Green House Gas Mitigation
- Energy Generation
- High Capital Ouattlay

(c) Composting

- Uses Machinery
- Requires selective material
- Require relatively large areas, and odor control
- Time consuming

FIGURE 1: IN COMPARISON TO OTHER BIOMASS PROJECTS THAT ARE PROPOSED FOR THE KOUGA MUNICIPAL AREA



Rural economies, especially since it has been shown that feedstocks are often located in areas where jobs are much needed. Further benefits relate to increased food security and the productivity of agricultural land due to the soil enhancement benefits of biochar, and the provision of alternative fuels where the char product is used for applications other than burying it in the soil. Certain negative health and safety considerations were identified, including those related to air pollution and safety when using the equipment required to produce biochar. Through training and monitoring it will be mitigated.

There are 38 500 economically active individuals in the Kouga Region, these are either fully employed, seasonal workers or unemployed yet seeking employment.

A study on the population of men and women between the ages of 15 and 64 was accessed to ascertain the employment statistics; to follow is the approximate numbers of individuals in the job market.

The employment rate is around 25% as one member of the family on average will be employed as a labourer or operator on the farms.

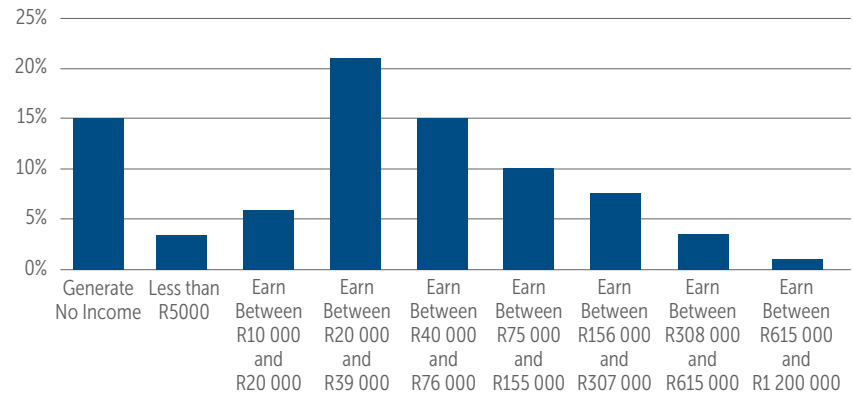
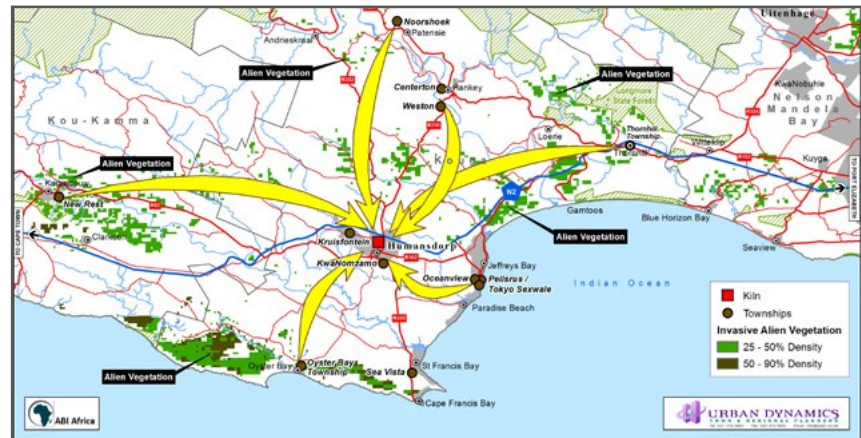


FIGURE 2: INCOME PER ANNUM



The project production area is located in Humansdorp, which is the central node for economic development in Kouga.

CONCLUSIONS

The production of biochar at various scales and levels of technological sophistication from a wide range of feedstocks is a well-established practice globally.

The results suggest that the production and application of biochar to South African soils and the export potential can have positive socio-economic impacts. The harvesting, storage and transportation of feedstock, the production and the application of biochar to soils is labour-intensive and thus represents an opportunity for creating employment for unskilled, semi-skilled and skilled workers. Taking the opportunity to turn problematic Invasive Alien Vegetation into a value-added product and to create jobs has a positive impact on the Environment and local communities. It also has the potential to create over 300 permanent job opportunities and in excess of R350 000 000 in benefits over the next 20 years.

Removing Invasive Alien Vegetation on a large scale will address water scarcity and return areas to its natural habitat.

ACKNOWLEDGEMENTS

Kouga Municipality, Hive Carbon; Practical Training Solutions Department of Forestry, Fisheries and Environment, Working for Water, Working on fire.

For further information please contact registry@kouga.gov.za

More information on this and related projects can be obtained at www.kouga.gov.za



OVERSTRAND MUNICIPALITY

YOUTH PARTICIPATION IN LOCAL DEMOCRACY

WILLIAMS
Supervisor

**S MADIKANE,
G SMIT,
R LOUW, R**



INTRODUCTION AND OBJECTIVE

There's a lack of youth participation in the affairs of local government. The consequences of this includes poverty, inequality and a host of other social ills. To address this, we aim to institutionalise youth participation and increase local democracy in the Overstrand.

Main Objectives

1. Establish Overstrand wide formal youth structures.
2. Local Government processes simplified and understandable.
3. Understanding youth challenges and interests.

23 June 2021

#ALLOVEROVERSTRAND

7

LET'S TALK

Input needed from the youth

Overstrand Municipality's Social Development Department is currently running an information-seeking drive to establish an Overstrand Youth Desk.

All youths (16 - 35 years) within the Overstrand area are encouraged to give their input and ideas on:

- what skills training you might find useful to make your own money
- what information or services you would like from a youth desk
- what youth needs there are in

- your area
- what training needs there are
- how to tackle unemployment within the Overstrand

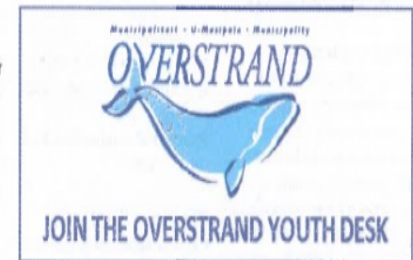
All suggestions on youth development, social activities, training and skills needs etc within your community must be submitted in writing to youthdesk@overstrand.gov.za or at your nearest LED office. If you know your ward number, you don't have to complete the address details.

The youths joining this programme

will be added to the Overstrand Youth Desk WhatsApp group. Please provide a working cellphone number so that you can be contacted regarding services that might be of interest to you.

Always update your details should your cellphone number change.

The Overstrand Youth Desk information form can be downloaded from the municipal website www.overstrand.gov.za. Click on Documents, then click on Forms.



The Youth Desk forms are also obtainable from LED offices in Gansbaai, Stanford, Kleinmond, Hawston and Hermanus as well as the Thusong

Centre in Hawston, and they can also be requested via an email to LED-temp5@overstrand.gov.za or rsalles@overstrand.gov.za.

Newspaper notice, Join Overstrand Youth Desk

TARGET GROUP AND METHOD

All youth, 18 – 35 years. Method: Workshops, One on one engagements, youth desk established, social media (WhatsApp), establish ward-based structures, promote democracy – mobilized youth to stand for new ward committees.



Overstrand youth engagement



Figure 1a and b illustrates some project results:

- Increase in the number of youth registered on the youth database over a 4-month period (fig. 1a)
- Stakeholder engagements (fig. 1b)

Youth register on the youth database (Fig 1a) to access youth opportunities and share their needs with the Municipality. The youth desk was established in March 2021. The youth desk registration form includes a needs questionnaire of the youth, in general and their expectations of a youth desk. The information is used to guide interventions and services.

28 Youth and youth focused NGO's were engaged and encouraged to nominate representatives for the new cycle of ward committees. (Fig 1b).

All the figures are based on a zero basis, since the municipality has never proactively engaged youth, youth and youth focused NGO's.

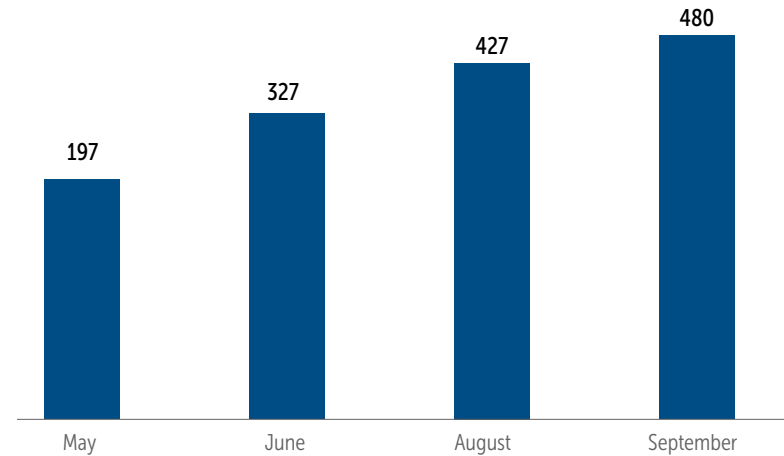


FIGURE 1A: NUMBER OF YOUTH REGISTERED ON YOUTH DESK DATABASE, 2021

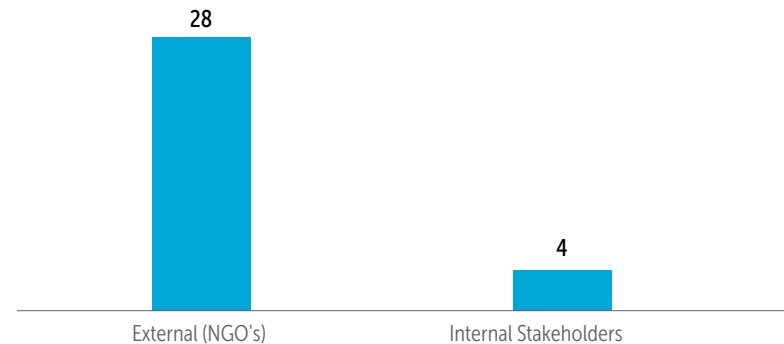


FIGURE 1B: STAKEHOLDER ENGAGEMENTS



- Reducing the socio-economic challenges faced by young people.
- Participation in the ward committees.
- Increased space for advocacy, engagement and participation within the Overstrand Municipal environment.

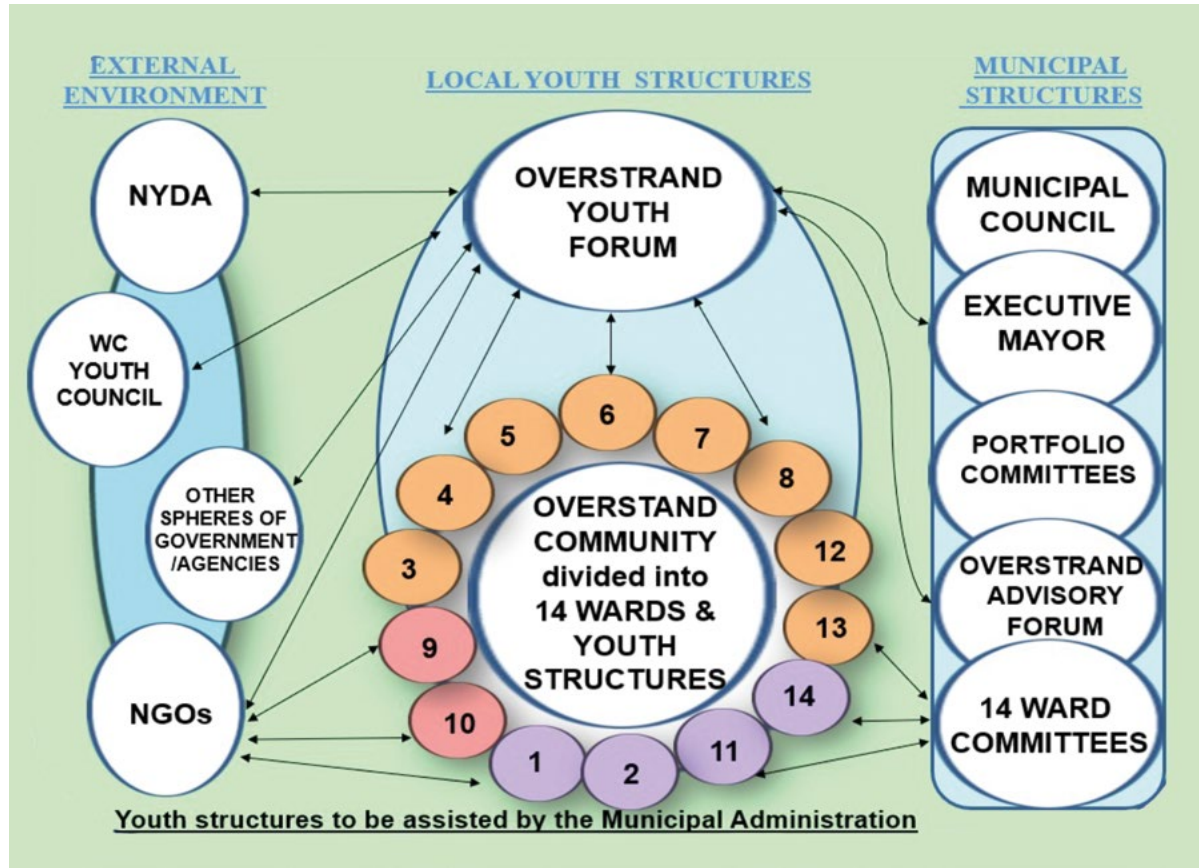


FIGURE 2: YOUTH PARTICIPATION AND SUPPORT ECO-SYSTEM

In line with our youth participation in government framework (Fig 2) we have already engaged two other government departments in delivering four workshops, three job readiness workshops were hosted by the National Youth Development Agency (NYDA) (Fig 3). Rural youth intervention workshop hosted by the Department of Agriculture.

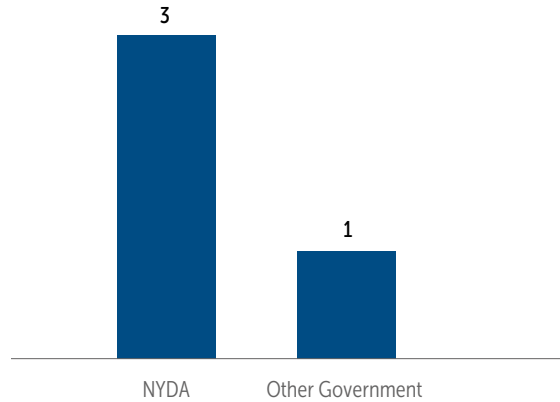


FIGURE 3: YOUTH INTERVENTIONS

Figure 4a – 9 out of the 14 interim youth structures has representatives. 11 youth structures has expressed interest to stand in the new cycle of ward committees to be elected in November 2021.

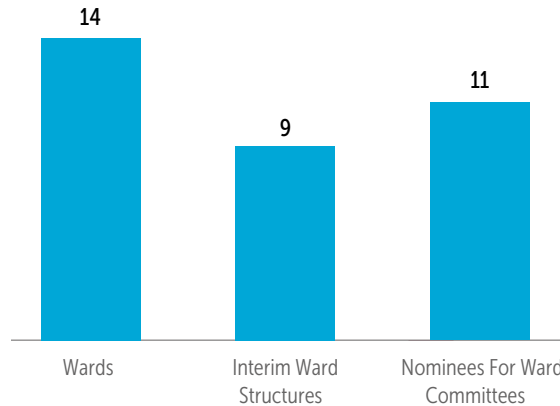


FIGURE 4A: WARD YOUTH STRUCTURES AND WARD COMMITTEES

Figures 4b – 59% of the interim ward youth structure representatives are female. In the ward committee nominees, the males take the lead with 55% representation (Fig 4c).

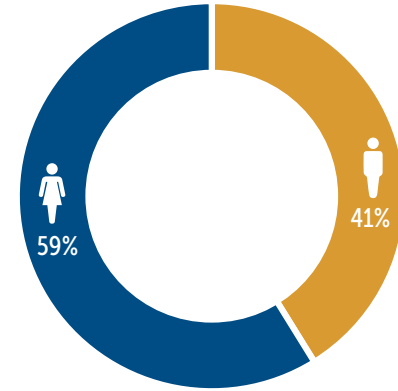


FIGURE 4B: GENDER REPRESENTATION OF THE INTERIM WARD STRUCTURE REPRESENTATIVES

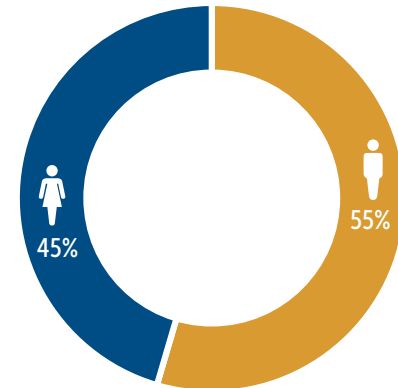


FIGURE 4C: GENDER REPRESENTATION OF THE YOUTH WARD COMMITTEE NOMINEES

CONCLUSIONS

The project addresses a long-standing issue of youth participation in local government matters. We have made significant inroads in connecting with the youth. There are youth representatives for nine of our fourteen Wards, and 11 youth organisations have submitted nominations for Ward committees. We are looking forward to the further growth and institutionalization of these structures and the benefits that will flow from it. It will ensure that youth matters features in both the planning and implementation of the Municipality.

The project had a resounding support and endorsement and resonated well with stakeholders (internal & external) and leadership of the Municipality. The project is implemented at an opportune time, with the upcoming local government elections, where youth issues can be placed on the agenda of the new term of Council.

ACKNOWLEDGEMENTS

We thank ICLD / UNCDF and Overstrand Municipality for their support and leadership in ensuring that this legacy project is implemented. To our Mentor, Andrew Siddle for inputs and guidance.

For further information please contact gsmmit@overstrand.gov.za

More information on this and related projects can be obtained at www.overstrand.gov.za



**Final Workshop and Graduation Ceremony Cohort 7 2020/2021,
30 November- 3 December 2021, Dar-es-Salaam, Tanzania**



Unlocking Public and Private
Finance for the Poor

UNITED NATIONS CAPITAL DEVELOPMENT FUND (UNCDF) makes public and private finance work for the poor in the world's 46 least developed countries. With its capital mandate and instruments, UNCDF offers "last mile" finance models that unlock public and private resources, especially at the domestic level, to reduce poverty and support local economic development. By strengthening how finance works for poor people at the household, small enterprise, and local infrastructure levels, UNCDF contributes to SDG 1 on eradicating poverty and SDG 17 on the means of implementation.

For more information:
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ICLD is a non-profit organisation, whose principal is the Swedish Association of Local Authorities and Regions (SALAR). Our operations are financed by the Swedish International Development Cooperation Agency (Sida). We are about 25 employees working in two offices, in Visby and in Stockholm.

ICLD's mission is to support democratic participation and change at the local level. With its focus on local democracy, local self-governance and decentralisation, ICLD strengthens local governments' capacity to analyse, prioritize and implement Agenda 2030 in accordance with their own needs, priorities and resources. The unique combination of practice and theory is a major asset of ICLD.

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