Welcome

It is clear from the targets set for measuring success or failure of MDGs that much of the challenge lies in the delivery of essential and basic services to the poor and ensuring that local capacities are enhanced to sustain development partners support. With billions of people still lacking access to essential services such as safe drinking water, dignified and adequate sanitation, health care, and education for all children, there is a need to explore alternative models for service delivery that build upon the strengths of all actors and to complement governments efforts. Multi-stakeholders partnerships including pro-poor Public Private Partnerships are emerging as a promising response to communities demands for improved local services, but a great deal of work remains to be done in order to ensure that services reach the poorest section of society.

UNDP Public-Private Partnerships for Service Delivery Programme has a mandate to support local governments to face these service delivery responsibilities brought to them by decentralization. The delivery of essential services to the poor remains at the heart of the MDG agenda and the PPPSD approach is therefore to develop the capacities of local stakeholders to use the potential of partnerships to improve service delivery.

Locally managed initiatives help strengthen communities as neighbors become connected in a network of financial, civic and social relationships. To help these initiatives gain and maintain a foothold, PPPSD supports local governments and a wide range of stakeholders to be mutually beneficial partners in local service delivery. To this end, PPPSD works in MDG related services such as energy, education, health, sanitation, water supply and waste management, and provides support on three fronts: (i) Advisory services to establish a conducive policy environment for partnerships, (ii) Capacity development to engage in partnerships to improve local service delivery, and (iii) Support implementation of ‘quick wins’ partnerships initiatives to improve poor people’s access to services. For example:

Poor solid waste and scarce renewable energy sources pose a sizeable challenge to the environment. A pro-poor Waste to Energy PPP was successfully initiated in India to turn environmental challenges into business opportunities: (i) convert chicken droppings into a viable local energy source to be fed into the state energy grid – and ultimately sold to consumers. (ii) with the remains from waste conversions, expand the market in organic fertilizer.

In the Philippines, PPPSD supported a multi-stakeholder partnership initiative in Manila that has contributed to improve the lives of informal settlement dwellers who previously had very limited access to running water. Affordable, sustainable water supply services have been provided to a community of around 7,000 people in two barangays (smallest unit of local government in the Philippines) through partnership between the private water concessionary, the local government and communities. Through this initiative, small scale water providers have now been organized at the national level to have a voice in water sector policy making.

In Lesotho, PPPSD supports the Maseru City Council to develop a self-sustainable, fee-based solid waste management system to restructure the sector and ensure effective management of solid waste in the city through partnerships.

In Namibia and Nepal, an all-encompassing comprehensive strategy was brought to bear involving multiple actors; from the upstream thought leaders, the public and on to the community-based entrepreneurs. Through high-level engagement, awareness raising and advocacy, policymakers became committed to advancing effective pro-poor PPP policy, which is now integrated in government development planning.

The goal of these and other PPPSD supported initiatives is to improve lives and livelihoods of poor people in developing countries’ municipalities through improved access to basic services. By advancing the performance and sustainability of service delivery within the pro-poor framework, positive results are emerging. This issue highlights some country initiatives, the challenges faced and lessons learned from pro-poor partnerships programs in local service delivery in selected PPPSD supported countries.

We hope that you will enjoy reading this issue and we welcome your feedback at: pppsd@undp.org to improve our learning and support to countries.

Maleye Diop, Global Manager, PPPSD
Basic sanitation interventions often lead to outcomes beyond aesthetic improvements; there are immediate improvements to human dignity and long lasting improvements to health indicators

In some peri-urban settlements of Dakar, Senegal, the key challenges in the water and sanitation sector have been those primarily associated with sanitation. Acknowledging the situation, the national government developed a specific water and sanitation policy as part of the *Sanitation for the Millennium* programme supported by a number of development partners. UNDP’s Public-Private Partnerships for Service Delivery in cooperation with ENDA-RUP supported this effort by introducing the multi-stakeholder pro-poor partnership approach in one of the localities, Diamaguene Sicap Mbao, where the programme is being implemented. The partnership put together an effective mobilisation of various local partners and set up a local revolving fund to support the provision of sanitation service to poor households. The intervention had two main objectives: i) to improve living conditions of poor people in suburban areas by facilitating their access to hygienic sanitation facilities, and ii) to create employment opportunities for women and other disadvantaged groups using a broad-based partnership approach. The financial mechanism set up to back-up the process was a self-empowering revolving fund focusing on sanitation.

The pilot initiative has produced positive results in terms of offering poor households an adequate sanitation service, jobs, community mobilisation around a common cause, and improvement of both the household and community environment.

- More than 800 self-powered sanitation facilities were developed for the benefit of over 6000 users. These facilities now allow for better management of domestic waste water and therefore the prevention of diseases such as malaria and diarrhoea related to poor hygiene. Furthermore, the aesthetic and hygienic aspects of the community has been greatly improved and led to positive health impacts in the locality.
- Over 2,000 temporary and 30 permanent local jobs were created through local micro and small businesses. Moreover, local capacities have been enhanced and expertise acquired in the effective management of building sites by community leaders, local craftsmen and construction technicians.

As summarized below, the pilot initiative has fostered visible impacts towards achieving MDGs 1, 3 and 7 at the local level.

<table>
<thead>
<tr>
<th>MDG</th>
<th>Results</th>
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<tbody>
<tr>
<td>MDG 1: Eradicate Extreme Poverty and Hunger</td>
<td>• Job creation and the financing of income-generating activities have contributed to raising the incomes of local businesses</td>
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| MDG 3: Promote Gender Equality and Empower Women | • Local women are empowered through the allocation of loans at preferential rates to conduct income-generating activities to finance sanitation services.  
• Profits made, and used to finance women’s activities for small business and household expenditure such as children’s education |
| MDG 7: Ensure Environmental Sustainability | • Adequate sanitation facilities created an improved environment for residents and allow for better management of waste water.  
• The availability of sanitation facilities improved prevention of waterborne diseases related to poor hygiene.  
• Improving people’s environment is a significant gain on household health expenditures that diseases related to water and sanitation would have caused. |

Photo Credits: ENDA-RUP, PPPSD
A local pro-poor partnership initiative in Bujumbura, Burundi

The socio-political crisis that Burundi experienced in the recent past led to consequences that were painfully visible in the city of Bujumbura. Extreme poverty, lack of socio-economic infrastructure and basic services had a tremendous impact on women, leaving them in extreme precariousness. In tandem with the social conditions, there were also environmental safety gaps as the lack of municipal capacities deprived the city from having an effective system of solid waste management and sanitation, leading to health and environmental problems.

In this context, the Municipality of Bujumbura came up with an initiative that was unique to the country - offering female victims of war (widows, wives of ex-combatants, demobilized, displaced and repatriated women) the possibility of becoming service providers in the capital city through a local partnership with the municipality.

Through the Women for Development (AJAD) and the support of the Municipality, the women would become providers of solid waste service in selected areas of the city, and responsible for street sweeping, waste collection and separation.

The partnership has helped improve the cleanliness of the city to the delight of its constituents and has contributed to the improvement of living conditions of war widows, vulnerable women and their extended families. More importantly, the initiative has contributed towards restoring the women’s image and self-worth, giving them the confidence to pursue other self empowerment activities like financial literacy, better education and opportunities for their children.

The lessons we can draw are that the success of a partnership of this nature lies in the capacities and interest of both local authorities and non state partners in pursuing a win-win solution to address local service delivery and social challenges. For the City Council, success was implementation of pro-poor and inclusive partnership as a mechanism to promote women empowerment and employment while still serving their citizens; for the non state partner AJAD, success was strengthening institutional and technical capacities. The city council is looking towards upscaling the efforts beyond the small scale initiative and to include other municipal services.

Pro-poor partnership for Integrated Sustainable Waste Management in Managua, Nicaragua

With the goal of improving the living conditions and the solid waste management situation in Managua, the municipality has received support from UNDP Nicaragua and PPPSD to initiate a pro-poor partnership between the city and small solid waste service providers organized around a cooperative, “Manos Unidas”. This has led to the formalization in April 2011 of the first pro-poor Public Private Partnership in solid waste management in the city.

The partnership serves as an effective framework of continuity to the household collection service that Manos Unidas has been providing since early 2010. The services have been benefiting around 17,000 people in the vulnerable and poor neighborhoods of District V of Managua city.

The formalization of the partnership to address the provision of waste collection service has benefited the residents, the cooperative and the municipality. While the solid waste baseline was characterized by 300 tons of uncollected garbage, nowadays the population is surrounded by a healthier environment and nearly 20 households have been offered employment opportunities through the creation of the cooperative.

“This is a beautiful experience that should be replicated in other areas of Managua benefiting all of us” said the Mayor of Managua, Daysi Torres Bosques, as she highlighted the importance of this alliance in managing the environmental condition of the capital, generating employment and contributing to the establishment of alternative and more extensive service coverage through partnerships between the community, local businesses and the cooperative.

Photo Credits: AJAD (Burundi), Alma R. Gutierrez (Nicaragua), CRA(Water regulator, Mozambique)

“Many of the services and investments required to meet the MDGs need to be delivered by provincial or local authorities....”
Jeffrey Sachs in A Practical Guide to Achieve the MDGs

Helen Clark, UNDP Administrator, at Speech to the Commonwealth Local Government Conference 2011

Little Joaozinho commiserates with his friend about the challenges of sourcing water and the effect this has on his Mom and family. The kids brainstorm and take action. They identify and speak to various stakeholders; Users, and their willingness to pay for reliable water service; Municipality, to set the framework and oversee quality and pricing; Community service provider, to ensure availability of quality service; and Joaozinho learns the intricacies of satisfying the service providers interests: effective revenue collection. All these roles help explain PPP Porque?

Peri-urban Water Supply in Maputo and Matola, Mozambique

“... where women have a strong presence on local councils, they are likely to use their weight to prioritize investments in areas like water and sanitation which are ... critical to ...health and development. “

June, 2011
Reports and Toolkits

Local Governance and Climate Change: A Discussion Note. This report identifies ways in which local governments can address climate change, both at the policy level and on the ground. It outlines approaches for national governments, development agencies and specialist climate change institutions to improve the performance of local governments in addressing climate change. Report


Caring for the Environment

What do a garbage survey and a recycling & reuse PET bottle facility in the municipality of Thimphu, Bhutan have in common with a hospital waste treatment facility in Pokhara, Nepal? Well, both are public-private partnerships for basic service delivery. Implemented with the support from capacity development/PPP experts from the Asian Pacific Regional Center, the ventures pioneer innovative partnership approaches at the Municipal level. Learn more about the Bhutan, and additional Nepal initiatives

Photo Credits: Streams of Knowledge (Philippines), Alma R. Gutierrez (Nicaragua)

Announcements

PPPSD is pleased to unveil and share our enhanced online library. The new library offers a number of resources to the reader, and includes a broad range of tools and products on PPPs and a variety of country stories from Africa, Asia and Latin America that highlight the successes and challenges of partnerships in local service delivery. We hope that all your questions will find answers, but if not, we welcome your inquiries and also your suggestions for improvement


Additional Contributors to PPP initiatives mentioned in this issue

<table>
<thead>
<tr>
<th>Country</th>
<th>Partners</th>
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<tbody>
<tr>
<td>Lesotho</td>
<td>Maseru City Council, UN-HABITAT Lesotho, UNDP Lesotho</td>
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<tr>
<td>Bhutan</td>
<td>Thimphu City Corporation, UNDP Bhutan</td>
</tr>
<tr>
<td>Burundi</td>
<td>Bujumbura City Council, Association of Women for Development - AJAD</td>
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<tr>
<td>Namibia</td>
<td>PPP for the Urban Environment national programme, Ministry of Regional &amp; Local Government &amp; Housing (MRLGH), Polytechnic of Namibia, UNDP Namibia</td>
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<tr>
<td>Nicaragua</td>
<td>Managua Municipality, Manos Unidas (Cooperative), UNDP Nicaragua</td>
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<tr>
<td>Philippines</td>
<td>Manila Barangay Authorities, Streams of Knowledge (NGO), UNDP Philippines, Water Concessionary</td>
</tr>
<tr>
<td>Nepal</td>
<td>Municipalities, Associations of Local Authorities in Nepal (ALAN), Adarsha Tole Bikash Samstha (NGO), Western Regional Hospital, Pokhara, Federation of Nepalese Chambers of Commerce and Industry (FNCCI), UNDP Nepal</td>
</tr>
<tr>
<td>India</td>
<td>Tiruchengodu Municipality, Subhashri Bio Energies, Rathinasabapathi Environment and Rural Development Organisation (NGO), Tamil Nadu Energy Development Agency, UNDP India</td>
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“Another key driver of MDG progress is investing in basic services such as water and sanitation. These areas are generally a core responsibility for local governments”

---Helen Clark, UNDP Administrator. Speech to the Commonwealth Local Government Conference 2011