FOREWORD:
EXECUTIVE MAYOR OF BUFFALO CITY METROPOLITAN MUNICIPALITY - ZUKISWA N'CITHA

In 2002 when Buffalo City set out on this remarkable journey never did we dream that ten years later we would be commemorating an anniversary in recognition of the work done by politicians and officials from Gävle and Buffalo City. We should therefore be proud today of celebrating a partnership that is built on a solid foundation of trust, commitment and respect for without these we would not have achieved this milestone of 10 years. It has also clear by the various projects implemented that political office bearers and officials in both cities gained vast amount of skills and experience which has not only built capacity but which has had a direct impact on people’s lives. Therefore let me take this opportunity to thank all former mayor’s, councilors and officials who have been instrumental in taking this partnership forward, you have done both cities proud. For those of us now who have been handed over the baton, for the next 10 years, it needs us to been resilient, focused and committed to utilizing our partnership with Gävle to better people’s lives even further. Therein lies the challenge!

FOREWORD:
MAYOR OF GÄVLE - CARINA BLANK

Long-term sustainability has been a central theme for our co-operation. Therefore it is with great pride that we celebrate these first ten years of our partnership. It has been very meaningful to implement a global project with local resources. We would like to take this opportunity to thank the engaged, skilled and friendly citizens and civil servants who through their participation developed the project and therefore contributed to bringing all of us closer together.

Together we can continue to make a difference.
South Africa and Sweden have historic ties as far back as the 1960s. The partnership has grown from Sweden’s support for the anti-apartheid struggle and has progressed from development cooperation to a partnership based on mutual interest, commitment and trust.

The partnership is characterized by shared ownership between South Africa and Sweden.

Bilateral development cooperation between Sweden and South Africa is governed by national strategy based on South Africa’s guiding strategies and priorities. According to the Country Strategy 2009-2013 the aim of Sweden’s cooperation with South Africa is to promote equitable and sustainable development and help create opportunities for the poor to improve their lives.

In response to South Africa’s economic and social development issues, a new model of cooperation termed “selective cooperation” replaced conventional Swedish development assistance. Selective cooperation promotes equitable and sustainable global development in accordance with Sweden’s policy goal on global development.

In order to strengthen relations between the countries, priority is given to partner-driven cooperation, which aims to makes broader cooperation possible, and supports joint activities and projects. This allows for closer collaboration and assists with the long-term self-sustainability of projects and programmes.

Some thematic areas prioritised by the country strategy include: peace and security; democracy and good governance; gender equality and human rights; trade and economic cooperation; and environment, climate and energy.

With HIV/AIDS a high priority for South Africa, targeted interventions in HIV/AIDS will continue during the strategy period, in addition to the partner-drive cooperation. The aim is to strengthen and broaden national efforts to prevent the incidence and spread of HIV/AIDS.

South Africa and Sweden collectively have much to offer as partners, therefore the strategy also highlights the importance of tripartite cooperation in terms of which both countries can jointly generate added value in a third country or regional institution.
The partnership between Buffalo City and Gävle was initiated in 2002. However, Buffalo City’s partnership with Sweden goes back to 1999 when the Swedish International Development Agency (Sida) as part of its Urban Development Programme in South Africa, had an extensive development co-operation programme with King William’s Town. Sida had been involved with the Comprehensive Urban Planning programme in the erstwhile King William’s Town Local Council, which later formed part of Buffalo City Municipality through amalgamation in 2000.

Sida’s extensive development co-operation programme with Buffalo City began in 2001 when in February that year discussions between Sida and Buffalo City Municipality opened on bridging projects to be implemented as part of an extended partnership between the two parties within the area of Urban Development and Housing.

As a result of these discussions, Sida formulated a Partnership Programme for consideration by the Municipal Council of Buffalo City.

The Sida-BCM programme, which was intended to end in July 2004, included core themes of co-operation within the framework of a national inter-governmental agreement. Due to the positive outcome of the Urban Programme it was extended to June 2007. In the Partnership Programme a number of activities, programmes and projects were identified. The proposals were in principle based on the “Country Strategy 1999-2003”, a set of principles mutually agreed to by the national governments of South Africa and Sweden, which guide Sida in its development co-operation with South Africa. They also were based on a set of locally adapted guidelines as follows:

- The activities should be based on actual needs in Buffalo City;
- Sustainable and tangible results should be achieved as far as possible;
- Sida’s support should be based on the transfer of knowledge and capacity building for both political office-bearers and municipal employees, and thereby provide added value to the activities;
- Projects should as far as feasible be interlinked to achieve synergy and promote cross-sectoral and integrated planning approaches within the framework of the municipality’s Integrated Development Plan (IDP);
- Where appropriate, the implementation of co-operation projects also should involve local resources and services;
- Some projects might be oriented towards direct investments but only if a direct interrelation with more knowledge-based activities is evident; and finally,
- The programme should fit into the general framework of Sida’s Country Strategy.

It was also agreed that overall management of the partnership and distribution of responsibilities would be driven by Buffalo City and that Sida would provide support to this process. Buffalo City had to manage the additional pressure of development cooperation necessitates by providing relevant staff for counterpart arrangements and training purposes, as well as meeting logistic arrangements in terms of office accommodation and equipment, computers, transport, etc.

A list of co-operation areas and projects are listed below:
BUFFALO CITY & SIDA URBAN DEVELOPMENT PROGRAMME

COMPREHENSIVE URBAN PLAN (CUP) BRIDGING PROJECTS
• Quality of Life, socio-economic study
• Transportation Pre-Study
• Water Services Development Plan
• GIS Phase 1

SPECIAL INTERVENTIONS
SWECO / SPU CONSULTANCY SUPPORT
• General Support to the IDP Process & other planning activities
• 2002 IDP Support
• Spatial Planning
• Cultural Heritage
• Capacity Building Programme
• Local Economic Development
• Transportation and Traffic Safety
• Public Transport
• Transport Modelling
• Traffic Safety
• Environment
• Integrated Environmental Management Plan
• Integrated Waste Management Plan
• Local Agenda 21
• HIV/AIDS

IDP SECTORAL STUDIES
• Infrastructure
• Spatial
• Land Use Management System (LUMS)
• Land Management Policy
• Cadastral Data
• Housing Policy
• Implementation of Housing Competition in DV / Haven Hills
• Environment
• Integrated Environmental Management Plan (IEMP) & Local Agenda 21
• Integrated Coastal Zone Management Plan (CZMP)
• Internal Paper Recycle Pilot Project
• Nahoon Point Pilot Project
• Nahoon Estuary Pilot Project
• BCM Open Space System (BCM MOSS)
• Sanitation Policy and Strategy
• Sanitation Pilot Project

CROSS-CUTTING ISSUES
• HIV/AIDS prevalence, impact and resource study
• HIV/AIDS Employee Wellness Programme
• Upgrading of Petros Jobane Clinic
• Gender Policy and Strategy
• Disabled Persons Policy and Strategy
• Youth Socio-economic research
• Institutional
• Management Development Programme
• GIS Phase 2 & 3
• Community Support Centres (KWT, Mdantsane & Duncan Village)
GÄVLE-BCMM TWINNING PARTNERSHIP

In June 2002 the idea of exploring the potential of a partnership between the two municipalities came about. Following initial discussions with municipal representatives and the Sida Urban Advisor it was decided to approach Sida to support investigations into the feasibility of municipal cooperation. After some successful exploratory visits to both cities a Declaration of Intent and a Framework Programme for the partnership were subsequently agreed and signed by former BCM Mayor Sindisile Maclean and former Gävle Mayor, Mats Ågren on 3 December 2002.

The Framework Programme identified four main categories of partnership activities, namely Marketing of the Partnership, Main Activities, Network Activities and Support Activities.

The Main activities focused on projects of mutual municipal priority and benefit. These were activities where the priority lay and the most active engagement by the municipalities took place. The activities and projects formed part of the statutory functions of the municipalities. Examples of these are:

- good governance
- development planning
- water management
- land use management
- disaster management
- GIS/IT
- youth

Network and support activities were projects and activities where the municipalities play a vital role, but only in co-operation with others outside the municipal sphere or where municipalities can act as a catalyst in a process driven by external actors. Examples of these are:

- Networking with universities and business communities
- support to NGOs like Africa Group, birding clubs etc.
- women in business
- sport and youth clubs etc.

Finally a number of activities have been undertaken to market the partnership and promote interaction, co-operation and understanding between Gävle and Buffalo City specifically and Sweden and South Africa in general.
PROJECT OBJECTIVES

The main objectives of the partnership were to strengthen local democracy, improve competence and capacity among the parties in their developmental role and as service providers through mutual transfer of knowledge, and to promote economic growth, economic and social equality, environmental protection, poverty alleviation and gender equality.

The partnership between Buffalo City and Gävle regarding network and support activities, to be successful and mutually beneficial, should be characterized by the following principles:

• The cooperation should be based on a genuine interest and engagement of the parties to maintain the relationship.

• The relationship should be characterised by reciprocity and thus benefit both parties, although the benefit in terms of development would mainly focus on Buffalo City.

• The relationship should be broad and primarily based on the municipalities own fields of operations, but private enterprises, universities, non-governmental organisations and trade unions would gradually be involved.

• The main component of the co-operation would be transfer of knowledge through working visits in both directions by mainly city council officials as well as by elected politicians/councillors. Working visits should always be guided by the professional benefits of the partnership.

• In order to achieve continuity and efficiency, the turnover of people engaged in the activities should be minimized. In the design of projects the in-house capacity of the two municipalities to implement the projects should be taken into consideration.

• Required knowledge and competence would thus be provided from proper municipal resources, but to some extent also through consultancy support provided by either Buffalo City or Gävle. Consultants would be contracted to benefit Buffalo City according to the intentions laid out for the partnership.

• Any time put into the partnership by officials or councillors from Buffalo City and Gävle would be the contribution of the respective municipalities.

• Although the partnership is the main concern of the two municipalities, it is acknowledged that the alignment with Sida’s regular activities is crucial to the success of the partnership.

• The laws and rules applicable to local government in Buffalo City and in Gävle should be observed.
PROJECT ORGANISATION

The institutional organisation of the partnership comprised the Joint Partnership Steering Committee, the respective committees in each municipality, partnership coordinators, project leaders, Sida and the Sida Urban Advisor(s). For each of these roleplayers various roles and responsibilities had been identified including reporting formats and procedures.

JOINT PARTNERSHIP STEERING COMMITTEE

The partnership of Buffalo City and Gävle is managed by a Joint Partnership Steering Committee (JPSC) represented by the mayors, city managers, two councillors and the partnership coordinators of each municipality. The involvement of councillors from both municipalities created a platform for discussion and exchange of experiences in matters related to democracy and good governing of the municipality as well as policy issues generally. The composition of the Joint Steering Committee is more open and flexible in order to develop and expose the partnership programme to more councillors and officials. At least two permanent members of each municipality were part of the Steering Committee meeting and the other members could be new representatives.

The involvement of the city managers ensured that the various projects identified were aligned with the resources of the respective administrations and with overall municipal development efforts.

The committee meets for half year reviews and annual meetings during February/March and August/September respectively each year and the venue for the meeting alternates between the respective municipalities. The hosting municipality chairs the committee meeting.

The purpose of Joint Steering Committee meetings is to review the previous six months’/year’s progress (i.e. Half Year Review and Annual Report) and to prepare and agree on the activities and budget for the next six months.

PARTNERSHIP CO-ORDINATION

The role and tasks of the two Partnership Co-ordinators included the joint preparation of planned activities, budgets, six-monthly reports and annual reports. They had the overall responsibility for the co-ordination of the partnership programme and to oversee the implementation of activities as specified in the half-year and annual reports, in close co-operation with their respective Project Leaders. They also have to ensure that detailed project updates are prepared and included in the half-year and annual report for consideration and recommendation to the Joint Steering Committee meeting for approval. The coordinators also act as the secretariat for the half-year and annual Joint Partnership Steering Committee meetings.

PROJECT LEADING

Project leaders are responsible for the planning, co-ordination and implementation of related activities. All project leaders have to be recruited from the respective municipal administrations as far as possible and appropriate. A project leader also submits detailed project descriptions to the Partnership Coordinator to be incorporated in the half-year and annual reports of the partnership programme. Project leaders are responsible for the preparation of progress reports for each project undertaken.

SIDA URBAN ADVISOR

Under the Sida programme an Urban Advisor was assigned to Buffalo City. The Urban Advisor, Mr Tor Eriksen, played a pivotal role in initiating the partnership as well as guiding the partnership activities of both Gävle and Buffalo City. The Urban Advisor also played a role in facilitating interaction between the parties and had a responsibility for the coordination of other Sida interventions in Buffalo City. The Urban Advisor was also tasked to facilitate and co-ordinate the co-operation between Sida and the municipalities of Buffalo City and Gävle in the implementation of the partnership programme. In addition, the Urban Advisor provided support to the Partnership Co-ordinators, provided advice and guidance to both Buffalo City and Gävle and assisted in monitoring progress, detecting problems at an early stage, and proposing solutions to be agreed through creative interaction between Sida and the municipal partners.

SWEDISH EMBASSY IN PRETORIA / SIDA

The Swedish Embassy in Pretoria and Sida during this period had to formally approve the overall Partnership Programme. The Embassy was also responsible for reviewing six monthly and annual reports, including audited financial statements of the Joint Partnership Steering Committee.
Sida (Swedish International Development Agency) 2003 - 2007

In light of the transition from direct Sida support to the SALA/IDA administered programme from May/June 2007, the JPSC in February 2007 agreed that a Close-Out report for the Gävle-Buffalo City Partnership Programme would be completed and submitted to Sida at the end of June 2007. According to Sida the Buffalo City-Gävle partnership was seen as a best practice and, largely because of cooperation between the partners, managed to action at least 28 projects during the Sida era.

The areas of cooperation are detailed below which were directly funded by Sida include:

**GOOD GOVERNANCE**

The Good Governance project was largely agreed by the Joint Partnership Steering Committee to give politicians and officials from both Gävle and Buffalo City an opportunity to engage on how to ensure the municipalities were governed with the principles of good governance. It also compared long-term strategies of both municipalities and how they could turn around the socio-economic conditions of the respective cities. Gävle has been working on a “Local Growth Plan” similar to the “City Development Strategy” planning activity in Buffalo City. These growth initiatives had good long-term development implications for both municipalities, and being such, it was important the municipalities continued working with each other into the new partnership programme.

The formulation of a City Development Strategy has been seen as a broadening and deepening of the Integrated Development Plan (IDP). Sida provided assistance with the development of the terms of reference, the development of the adjudication template and the evaluation of all the tenders received. The Urban Advisor, Mr Tor Eriksson, together with international consultants, Mr Orjan Mohlund, and UCF assisted with a study tour to Sweden. Gävle was one city visited during the tour.

Buffalo City has progressed well with its City Development Strategy and it assists the Council to guide development in the city over the next 20 years.

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**WATER MANAGEMENT INFORMATION SYSTEMS**

The overall objectives of the Water Management and Information Systems (WMIS) project were to improve information management for efficient decision making for Buffalo City and to assist the Water Division to achieve its goals of elimination of service backlogs through:

- A prioritized basic services backlogs programme;
- Maintenance;
- Refurbishment and upgrading of infrastructure;
- Expansion of the service and provision of free basic water services (i.e. 6kl/month); and
- Assisting with the improvement of the economy of the city.

The BCMM Water Service Branch has learned much from Gävle’s extensive experience in developing WMIS techniques and methodologies. Numerous exchange activities have taken place and Gävle representatives also visited Buffalo City to learn from the newly developed WMIS. In the last phase, the project focus shifted to the municipal priorities of waste water and sanitation.

**LAND MANAGEMENT POLICY**

The project aimed to produce a Land Management Policy for Buffalo City, which would stipulate measures that could be implemented legally to prevent illegal invasions by preventing people from erecting informal structures or occupying land without permission from the rightful owner’s. The purpose of this project therefore was to clearly define respective roles and responsibilities and assign them accordingly. The project also attempted to reconcile the relevant pieces of legislation, which when read closely seemed to be contradictory.

**GEOGRAPHICAL INFORMATION SYSTEM**

A GIS (Geographic Information System) strategy was prepared as part of the bridging projects. Implementation of the strategy, GIS Phase 2, was supported by Sida. Swedesurvey was contracted as consultant to June 2004. The GIS Phase 2 implementation was strongly linked to a digital ortho-photo mapping project. Gävle assisted Buffalo City with Geographical Information System applications for Customer Care Centres, road management, public transport and road safety. Specific achievements have included:

- Improved database management and security practices;
- Development of a GIS strategy document in Gävle;
- Development of a “GIS on the Internet” strategy for Buffalo City Municipality; and
- Initiating the establishment of a GIS network in the Eastern Cape based on the Gävle GX database project.

The GIS specialist in Buffalo City during the project period finalised methods for converting image datasets to database formats that could be adapted and implemented in Gävle.
COMMUNITY SUPPORT CENTRES

The Community Support Centre project was initiated based on the Gävle Citizen Advice Centre concept. The aim was to create a meeting place and take government closer to the people. This would create a better dialogue between the municipality and the communities, from which both parties would benefit. Exchange and transfer of knowledge took place in that staff from both Buffalo City and Gävle had the opportunity to interact with each other as well as advise each other on what worked and what did not. Whilst many commonalities did exist in dealing with the citizens of each municipality, a difference in services rendered was also identified. It was also identified that Gävle dealt with more information sharing functions, as opposed to Buffalo City who dealt with more people complaints. Lessons learnt, include looking at frequently asked questions, how to deal with citizens and using technology to improve citizen relations.

In 2006 Buffalo City Municipality established three new Community Support Centres in Mdantsane, Duncan Village and King William’s Town.

The centres were also established to provide integrated support to community, youth, tourism, and councillor activities. Gävle supported the Community Support Centre project by providing an official to assist Buffalo City with drafting the feasibility study for the project.
Given the changing energy climate, energy and electrical networks was a topic identified for deeper investigation. One of Gävle’s energy companies, GEAB, was interested in examining the restructuring of electricity distribution in South Africa into six regions. This project proved relevant for Gävle as well because the Swedish and Nordic markets were also changing in similar ways towards the establishment of electricity regions and “price areas”.

During the project period Gävle provided Buffalo City with a good understanding of the deregulation of the Swedish electricity market and how it has worked. Privatisation of the electricity market in Buffalo City at that stage was still under discussion, and there was interest from the municipality and local companies to see if the Swedish model could be adapted to South Africa’s situation.

Given the changing energy climate, energy and electrical networks has been a topic that was identified for deeper investigation. One of Gävle’s energy companies, GEAB, was interested in examining the restructuring of electricity distribution in South Africa into six regions.
A Road Management System encompasses all the activities involved in the planning, design, construction, maintenance, evaluation and rehabilitation of roads.

**ROADS MANAGEMENT SYSTEM**

A Road Management System encompasses all activities involved in the planning, design, construction, maintenance, evaluation and rehabilitation of roads. Given the extent of the road network and the varying condition of roads, the various treatment methods available and the limited funding, the road management system assists greatly in the prioritisation of the roads for maintenance and the prudent use of available funds. The project was carried out in close collaboration with the colleagues in Gävle and has contributed significantly to the mutual benefit of the partnership.

**TRANSPORTATION AND TRAFFIC SAFETY**

Sida’s support and assistance included the installation of a transport planning model, conducting a Travel Survey, preparing a Public Transport framework Plan, the installation of a Traffic Accident Database, conducting a traffic safety audit, the preparation of public transport plan, capacity building in public transport management, development of transport planning model (visum), preparation of traffic safety plan, development of integrated transport framework plan with emphasis on non motorized transport, pilot projects in traffic safety and non motorized transport, and capacity building in all projects. Mentoring programmes with Swedish public transport authorities and study tours abroad were also areas where Sida has been instrumental.

**TRANSPORTATION AND TRAFFIC SAFETY PILOT – FRERE HOSPITAL**

Three traffic safety pilot projects were investigated as part of the SWECO/SIPU Consultancy. Preliminary designs and reports were completed for each project. The projects aimed at improved traffic safety to intersections serving the Frere Hospital, Clarendon and Selborne schools. The Frere Hospital project was selected for implementation.
The public safety programme aims to enhance public safety for communities in Gävle and Buffalo City. An important focus of the programme was to improve cooperation between police, traffic police, disaster management, fire and rescue and ambulance services. Cooperation between the municipalities resulted in an exchange of knowledge that has benefited both partners. Some examples of the exchange included a three-week certified training course for fire and rescue trainers from Buffalo City organised in Gävle, as Gävle had more appropriate training techniques; while Buffalo City organised training for ambulance personnel from Gävle focusing on trauma incidents such as motor vehicle accidents, shootings and stab-ings. The exposure to different methods and enhanced staff safety skills has led to better services being provided to communities.

The partners also identified the shortcomings in the respective municipalities. One of the shortcomings was the safety management at larger sports events and concerts where capacity issues were identified. In order to capacitate staff an Events Disaster Management Course was held with one week of training in each city.

These exchange activities and capacity building programmes made both cities better prepared for major incidents of disaster such as fires, floods, and riots. It was also identified that experience, commitment and preparedness can be a substitute for technology in emergency situations.
The study on "HIV & Aids Prevalence and Impact Study and Resource Mapping in Buffalo City" was completed during August 2003. Due to challenges and limitations identified within the initial phase of the project, Sida in 2004 contributed seed funding towards the groundbreaking local government initiative undertaken by BCM (with the technical guidance of Sida) to develop the BCM HIV & Aids Cross-Cutting Strategy.

The research consisted of an employee HIV prevalence and impact study, a parallel knowledge, attitudes and practices (KAP) study and an economic impact assessment of the HIV epidemic on the municipality primarily as an employer, but also as a service provider. The findings of the prevalence and economic study led to the development of three main focus areas within the BCM HIV & Aids Cross-Cutting Strategy. Sida again provided counter funding to assist with the role out of these three areas. The first area of focus was the development of an HIV & Aids Workplace Programme thereby providing access to an employee and councilor comprehensive wellness package of HIV prevention, treatment, care and support, as well as access to ARV’s when needed. Emanating from this, BCM developed a partnership with the Siyakhana Wellness Project (a Daimler Chrysler Chamber Health Trust initiative) which provides a holistic wellness programme to individuals (including BCM employees) who are HIV positive and their significant others who do not have access to medical aid. The Epicentre AIDS Risk Management Foundation implemented the Employee Wellness Programme (with emphasis on preventing and treating HIV & Aids and caring for and supporting those are infected and affected).
The success of the prevalence study can be attributed to political and administrative leadership with civil support and the involvement of all departments and stakeholders including unions in the lead up to the study.

The prevalence and economic study was repeated in 2007 with the employee prevalence rate had dropped and stabilized by nearly 1%.

BCMM now has an in-house Employee Wellness Centre following the initiation of this programme.

The second component of the Sida support was a Primary Health Care HIV & Aids Package which included the construction and equipping of clinics to make them suitable for voluntary HIV counselling and testing. The Petros Jobane Clinic in Cambridge Township were extended with the assistance of Sida.

The third area of focus is the Mainstreaming of HIV & Aids within all municipal departments and through the Integrated Development Plan (IDP) in order that HIV & Aids and its impact is factored into all municipal activities both internally and in service delivery.

The main objective of the project was to develop, initiate, implement, monitor and evaluate an Employee Wellness Programme focusing on HIV & Aids prevention, treatment, care and support.
THE YOUTH PROGRAMME

The Youth Programme which was initiated during the Sida Programme and continued though the SALAIDA (Swedish Association of Local Authorities & International Development Agency) Programme 2007 – 2009, assisted the ongoing implementation of the Buffalo City Youth Development Strategy.

During March 2005 a Gävle youth delegation visited BCM and was tasked to identify areas of co-operation with the municipality. A reciprocal visit was hosted by Gävle during October 2005. In March 2006, a tripartite co-operation pilot project aimed at harnessing the youth initiatives being undertaken by the City of Gävle, the City of Leiden and BCM was explored in order to address the sustainable implementation of the BCM Youth Development Strategy. The promotion of life skills and prevention of youth becoming at risk is highlighted as a main issue for all three the municipalities above.

In 2006 BCM in partnership with the former Umsobomvu Youth Fund now National Youth Development Agency, initiated the BCM Youth Advisory Centre project. This project resulted in three Youth Advisory Centres being established. Two of these Youth Advisory Centres are housed within the Sida initiated Community Support Centres in Mdantsane and King Williams Town, whilst the Gompo Youth Advisory Centre is run from the municipal offices in East London.

These Centres whilst primarily youth orientated, provide free internet access to youth till age thirty five (35), as well as women and persons with disabilities of all ages. This youth development project seeks in the long term to reduce crime, substance abuse, poverty, teenage pregnancies and HIV infections by means of information, education, training on life skills, career choices and entrepreneurial opportunities.
During the operationalization of these BCM Youth Advisory Centres within the Community Support Centres, attempts were made to replicate aspects of the models of service excellence noted in the City of Leiden (Zorgketen) and the (Helges Youth Centre) in the City of Gävle.

The BCM Community Support Centres serve as an entry point for residents to access information on municipal and other government services as well as providing a communal meeting area. These Centres form part of community resource nodes or hubs due to their close proximity to other community based resources including but not limited to municipal libraries, art centres and community halls.

In addition to the Community Support Centres housing Youth Advisory Centres, BCM, resourced youth desks in the Mdantsane and King William’s Town Centres. These youth desks enable the youth of BCM to interact with their elected Youth Council (who are elected representative of youth ward structures) on issues relating to youth development and local government.

During reciprocal trainings between the BCM and Gävle counterparts, many lessons have been learnt and knowledge shared with reference to the aforementioned initiatives.

During March 2005 a Gävle youth delegation visited BCM and was tasked to identify areas of cooperation with the municipality.
This programmatic intervention included three projects. Two of them were related to the formulation of policies and strategies within the areas of Gender and Disabilities respectively. The third project dealt with more concrete and immediate activities within the Youth at Risk focus area including HIV & Aids and was linked to the Youth Advisory Centres.

**Youth at Risk**

The main objective of the project was to undertake a study with the focus on Youth in Buffalo City. The result of the project was a resource document detailing the current situation in BCM, the resources to address these issues and a tool to guide the municipality with regards to the allocation of resources and mainstreaming within the IDP. In addition to this, a tripartite cooperation with the City of Leiden in the Netherlands, Buffalo City and Gävle was explored. The three cities agreed to cooperate on a youth initiatives pilot project, where a cooperation plan was developed and exchange visits were undertaken between the three municipalities. This project added an array of benefits to the special programmes activities.

**Gender**

The main objective of the Gender Project was to develop a BCM Gender Strategy and Policy which serve as guiding strategic documents in order to ensure an environment of gender mainstreaming responsiveness within BCM on gender matters and a long-term framework programme for implementation of the policy.

**Disabilities**

The Disability Project facilitated the development of a BCM Disability Strategy and Policy which seeks to create awareness within BCM on challenges faced by people with disabilities and how to mainstreaming disability within municipal processes. The strategy has resulted in a number of BCM disability friendly facilities including clinics, a library and the Mdantsane Youth Advisory Centre.
The partnership between Gävle and Buffalo City provided an opportunity to expand the benefits and the network of the partnership and to involve others not necessarily from the municipalities. Guidelines were established for networking and interaction between, for example, NGOs (such as the Gävle Afrikagrupp, Border Rural Committee, and Chambers of Business etc.), the Gävle Theatre and Buffalo City Guild Theatre, and sport clubs and youth football training programmes. One of the successful initiatives for was the summer training camp for Gefle IF soccer team in Mqanduze so that local township youth could have an opportunity to train with foreign teams.

Also during this period the Gävle Bird Club, Africa Group and Retired People’s Club of Gävle visited Buffalo City as part of exploratory visits for future networking opportunities. Reciprocal visits for the Africa Group and the Retired People’s club (Lions) have since visited Gävle.

One of the successful initiatives for the network activities was the summer training camp for Gefle IF soccer team in Gävle who used Buffalo City as their summer training camp.
One of the main aims of partnerships between South African and Swedish municipalities was to help build bridges between the countries in terms of economic, social, cultural interaction and development. The communities at large had to be informed about the main thrust behind the partnership and activities undertaken. As far as possible the communities could also be engaged in the activities through their wards, non-governmental organisations or community-based organisations.

To involve communities, marketing the partnership proved imperative both in Gävle and Buffalo City. Marketing took various forms including regular articles in local media on activities and websites. Both Gävle and Buffalo City also participated at such events as SA Travel Event in Stockholm, TUR in Gothenburg and Indaba in Durban, South Africa. Through the years promotional material such as a joint marketing brochure, joint partnership calendars, exhibition material and postcards were produced. Both Gävle and Buffalo City participated at the South African Tourism and Trade Event in Stockholm and the Indaba in Durban. These platforms were successfully used to promote and market both cities. A definite interest from these initiatives included the La Peregrine development at Kidds Beach where contacts from Gävle generated interest in the golf estate development.

The Sida-BCM programme included core themes of co-operation agreed within the framework of a national inter-government agreement for a period originally intended to end in July 2004 but due to the positive outcome of the Urban Programme was extended to June 2007. During this period the municipalities developed close cooperation in such areas as organisation management and leadership development, road maintenance and water supply systems, urban and rural planning, emergency response, establishing citizen centres, and IT and GIS development. Other important areas of cooperation have been good corporate governance, human resources, gender equality, local democratic practices and public participation.

Communities and civil society participated in the partnership activities and this took shape in media articles, events, tourism promotion, brochures, and participation at exhibitions. Through marketing, which took place both in Buffalo City and Gävle, the partnership was adopted by the people of both cities. Although the partnership programme was closely aligned to the Urban Programme in Buffalo City, a number of new areas of cooperation also emerged from it.

Sida’s contribution to the programme from 2002 to 2007 was approximately 75 MSEK.
Sala/IDA (Swedish Association of Local Authorities & International Development Agency) 2007-2009

Sida’s direct involvement in the distribution of aid ended in 2007 and in March 2007, SALA/IDA (Swedish Association of Local Authorities & International Development Agency) as the interim funding agency was phased out. Unlike other donors the Sala supported programmes require that partners are able to show mutual benefits from activities. This partnership also recognised Buffalo City as an equal partner not in terms of monetary contribution but in terms of sharing lessons, contributing to partnership activities and improving the knowledge and capacity of partners and other actors.

From progress reports and evaluations undertaken, the following outcomes have been identified as potential areas of mutual benefit and exchange:

• Development of joint work structures;
• New perspectives on problem-solving;
• Sharing of knowledge and experiences;
• Similarity of challenges and solutions;
• New practical skills; and
• Further integration and co-operation from other internal departments.

Some of the projects under the SALA/IDA programme included:

**MANAGEMENT & COORDINATION (COMPULSORY)**

During the SALA/IDA period, management and coordination became a compulsory requirement by the partner. This brought in the critical need for coordination in partnerships. The role of the two Partnership Coordinators includes the joint preparation of Activity Plans, Budgets and Reports. They have overall responsibility for the partnership programme and overseeing the implementation of activities as specified in the half-year and annual reports, in close cooperation with the respective Project Leaders. The two Partnership Coordinators met regularly to discuss and prepare ongoing activities and plan the future activities of the partnership programme.

**GOOD GOVERNANCE PHASE 1**

As local government organisations can make a significant contribution to improving the lives of people, both Gävle and Buffalo City were supportive of good governance principles and understood that well-governed communities or citizens were more connected and engaged, better services were provided and more effective use was made of resources.

The Good Governance project under SALA/IDA set guidelines for the Joint Partnership Steering Committee where it was decided that all projects should align to a principle of good governance. This project focused mostly on legislation, policies and the roles played by politicians and officials in ensuring a well-governed municipality. Comparisons and similarities were shared and despite very different histories and cultural backgrounds, it was clear that each city nevertheless shared common goals of inclusivity, sustainability and equality of opportunity in their approaches to governance. A number of workshops were held in Gävle and Buffalo City on good governance and how it could be practically. In addition, sites visits to practical examples were undertaken. A concrete benefit of the project was the development of a booklet on good governance sharing both municipalities’ case studies.

**GOOD GOVERNANCE PHASE 2**

The Good Governance Phase 2 project focused mainly on public participation and how communities do or must engage with their municipality. It dealt with the coordination and mobilization of stakeholders and communities to participate in the municipal development agenda. It also dealt with coordination and how various constituencies interfaced with municipal activities and the participation of inter-sectoral forums and community structures in municipal affairs.

This project benefited Gävle immensely as public participation in Gävle had declined. South Africa has numerous programmes which are used as mechanisms of, and to engage, better services were provided and more effective use was made of resources.

**GIS**

The GIS project during the SALA/IDA period focused on developing strategies to implement in the respective municipalities an ArcGIS server software solution and develop customized web-based spatial editing tools available to all users without the complexity associated with the traditional editing tools. Training was undertaken in Port Elizabeth for both Buffalo City and Gävle representatives.
The aim of this project was to develop an Electricity Master Plan for Buffalo City. Through numerous exchange activities and lessons shared with Gävle, Buffalo City now has such a master plan.

In addition to the master plan a project application was made for the maintenance of the electrical network, which was crucial if the municipality wanted to ensure the safe and continuous supply of electricity to consumers. The aim for this project was to implement a Maintenance Management System in Buffalo City and develop templates for the inspection of electrical equipment, and complete a detailed Asset Aging Register for maintenance.

Due to Gävle’s support with this project Buffalo City has managed to advance its electricity network, which has been commended by the Gävle counterparts.

The aim of Electricity Master Plan project was to develop an Electricity Master Plan for Buffalo City. Through numerous exchange activities and lessons shared with Gävle, Buffalo City now has an Electricity Master plan.
MULTI-AGENCY INCIDENT MANAGEMENT

The purpose of this project was to exchange information and experience in the field of multi-agency incidents, which included the planning for major occasions such as large sporting events, as well as planning and coordinating between various emergency service disciplines in order that the emergency services could be better prepared for incidents such as aircraft crashes and severe road traffic accidents.

EMERGENCY SERVICES

This project involved the various disciplines that make up the emergency services - fire and rescue, police and ambulance services - with participants being those personnel who perform duties at an operational level.

INFRASTRUCTURE ASSET MANAGEMENT

The objective of this project, a shared study, was to arrange for an exchange of knowledge and experiences of both municipalities in infrastructure asset management, a review of the approach by the two municipalities, and recommendations to both regarding areas for improvement. In the past, significant contributions have been made by Swedish development aid to Buffalo City Municipality (BCM) in respect of the Geographic Information System (GIS) and other related systems and programmes.

These systems and programmes that reflect the assets and services of the municipalities are able to assist councillors, managers, auditors and citizens by providing vital information on the control, monitoring and tracking of assets as well as the adequate provision of service delivery.

In January 2009, the interim programme was phased out and a new programme under the International Centre for Local Democracy (ICLD) was instituted. The partnership of Buffalo City and Gävle is currently funded by ICLD.

Since 2002, three agreements have been signed and frameworks approved for the partnership between Gävle and Buffalo City. The 2011 to 2013 agreement for future cooperation was signed in February 2011.
ICLD (INTERNATIONAL CENTRE FOR LOCAL DEMOCRACY) (2009 – 2012)

MANAGEMENT AND COORDINATION (COMPULSORY)

Management and coordination is a compulsory application in all ICLD projects. The Partnership Coordinators of both municipalities are responsible for partnership coordination, project monitoring and reporting to the JPSC and ICLD. They meet according to the project application to discuss and prepare the ongoing activities and also plan for future activities of the partnership programme. They are responsible for project audits and contacts with ICLD.

GOOD GOVERNANCE – HOUSING AND PUBLIC PARTICIPATION

Providing affordable, safe and comfortable housing is an essential aspect of service delivery for local governments.

The objective of this project was to therefore examine trends in civic participation that affect both Buffalo City and Gävle communities and civil society, especially on the type of houses people want or need. By examining the trends one would be able to understand people’s needs and hence deliver houses according to these needs and within the grants or subsidies provided by government but more importantly find how people want to participate in matters relating to themselves.
CONCLUSION

For the partnership to have survived over the past 10 years, several strengths were identified as successes of the partnership, namely: political support and drive; mutual respect and commitment; aiming for joint benefit; and genuine interest in seeing the partnership succeed. The Municipal co-operation presented a valuable opportunity to reinforce Buffalo City and Sida’s projects (roads, water, environment etc). Sida and the Swedish Embassy in Pretoria must be commended for being the backbone of the partnership. Through their support the partnership has grown from strength to strength. In addition, commendation must also go to the former Sida Urban Advisor, Tor Eriksson, the former Partnership Co-ordinator, Riana Pretorius and the numerous mayors, councillors and officials for establishing a solid foundation on which the current partnership has been built.

Whilst the partnership has been an overall success there were some challenges through perseverance were managed or overcome. Time has been one challenge as the partnerships run concurrently with existing work programmes of the municipalities which limited time available to concentrate on partnership projects. Therefore projects sometimes took more time to complete. In addition, differing financial years and currency fluctuations posed a challenge but were managed sufficiently so that it did not have major implications for projects. Adapting to the new programmes after Sida also proved a challenge, however through the support of SALA/IDA and now ICLD the partners have moved progressively agreeing on working with fewer projects that can be sufficiently managed but also with a longer lifespan so that key interests areas for eg. Housing and public participation could be explored in depth.

The partnership continues to develop positively under the ICLD programme and many projects have shown very good results in both municipalities. Some of the most important achievements are the rich transfer of knowledge, the understanding of problem-solving from different perspectives and increased language proficiency among participants. Gävle has recognised new challenges in terms of a developmental role, beyond just regulation and service delivery.

Buffalo City has benefited from Gävle’s experience via learning visits and both have benefited from training programmes in several activity areas. The learning has been mutual, and both politicians and officials from Gävle have gained insight in, for example, how to manage services without much technology, which can be very useful for emergency situations.

Over the years both Gävle and Buffalo City have continuously identified a need to mainstream global issues into future project applications and more recently have tried to align projects to the Millennium Development Goals.

Investigation into tripartite partnerships with other municipalities has also been a matter of continuous discussion, which both partners agree should be investigated. There is also a greater emphasis from ICLD on building partnerships between various parties.

The municipal partnership of Gävle and Buffalo City presents huge opportunities for creating real change in the wider world as many of the issues tackled are of a global nature. In addition, it provides a stepping stone for nations, countries and their people to build bridges towards solving micro and macro problems faced in the developed and developing world. Further support to the partnership is therefore of great importance to sustain the results for development co-operation between Gävle and Buffalo City.

The initiative of expanding networks and creating new links is seen as an opportunity not only to share and increase the knowledge of Buffalo City and Gävle politicians, municipal employees and representatives, but to share lessons learned with other South African and Swedish public sector departments so that the capacity of the public sectors is enhanced and they are able to meet the demands of the publics they serve.
# Acronyms

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<tr>
<th>Acronym</th>
<th>Definition</th>
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<tbody>
<tr>
<td>AIDS</td>
<td>Acquired Immune Deficiency Syndrome</td>
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<td>BCMM</td>
<td>Buffalo City Metropolitan Municipality</td>
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<td>CRM</td>
<td>Citizen Relationship Management</td>
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<td>DV</td>
<td>Duncan Village</td>
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<tr>
<td>GIS</td>
<td>Geographic Information System</td>
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<td>HIV</td>
<td>Human Immunodeficiency Virus</td>
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<td>ICLD</td>
<td>International Centre for Local Democracy</td>
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<td>IDP</td>
<td>Integrated Development Plan</td>
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<td>JPSC</td>
<td>Joint Partnership Steering Committee</td>
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<td>LUMS</td>
<td>Land Use Management System</td>
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<td>NGO</td>
<td>Non-governmental Organisation</td>
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<tr>
<td>SALA/IDA</td>
<td>Swedish Association of Local Authorities &amp; International Development Agency</td>
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<td>SEK</td>
<td>Swedish Kronor</td>
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<td>SIDA</td>
<td>Swedish International Development Agency</td>
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<td>WMIS</td>
<td>Water Management Information System</td>
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