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1. Editorial

Welcome to our 1st newsletter of the year

This edition covers vital and highly informative topics of gender, leadership, The Secretariat and Chapter activities. These topics are not only crucial to our vision and mandate as an organization but also tie in with the developmental mandates of local governments in general.

With the start of this year should come renewed commitment and valor to fulfilling The Alliance’s vision. It is important to analyze where we have come, where we are, and where we are headed as an organization.

In line with this, The Secretariat’s continued field visits to Chapters are aiding in directly pin-pointing challenges, areas of concern and successes of individual chapters. This in turn makes Monitoring and Evaluation (M&E) and developmental planning possible and more effective. It also enables stronger partnership between The Alliance and local governments.

The vital role of local government is effectively expressed in the words of AMICAALL Tanzania Chairman, Hon. Amani Said Mwamwindi: “My thoughts on local government and HIV/AIDS are that local government represents the closet link between national government, its citizens and civil

society. It is the center for all community development concerns including reduction and elimination of major killer diseases and diseases like HIV/AIDS, tuberculosis, and so on. This is because all citizens and civil society organizations are found within the local government administrative boundaries. “

Best Regards

2. Updates from The Secretariat

Up Close with Windhoek Mayor, Her Worship Alderwoman Elaine Trepper



Alderwoman Elaine Trepper

Mayor of Windhoek City Council

Alderwoman Elaine Trepper is a teacher by profession with a good rapport of teaching experience dating back to 1985. This was when she started her first job at Diaza Primary School, in the coastal town of Luderitz. While at Diaza she emerged as a leading anti-apartheid critic; famously exposing and standing up for unfair treatment and discrimination. Inspired by community activism and leadership, she subsequently joined the South West Africa People's Organization (SWAPO), Namibia's liberation movement in Windhoek, in 1991. Prior to independence; she attended party schools on The Alliance Newsletter, 1st quarter, March, 2011

nationalism and civic responsibility in Windhoek. Her role in active political life, however, began at independence in 1990 when she became a member of the Namibia National Teachers Union (NANTU), which was Namibia's leading teachers union. At NANTU, Alderwoman Trepper was among a few women who rose to the union's National Executive Committee, the highest decision making body of that organization, in 1998.

In 1991, Alderwoman Trepper was elected as a member of the SWAPO Party Windhoek West Section, and was responsible for mobilization and lobbying support for the party. In 1994 she rose to the rank of Branch Coordinator of the Windhoek West SWAPO Party branch, which concentrated on political mobilization in the larger Windhoek West Constituency. She further climbed the leadership ladder as the District Coordinator from 1998-2002.

During Namibia's second democratic local authority elections that were held in 1998, Alderwoman Trepper was elected to the Windhoek City Council. Prior to becoming the Mayor in 2010, she gathered a good rapport of local government leadership and was elected as the Deputy Mayor of the City of Windhoek and the Deputy Chairperson of Council in 1999. From 2000-2003, Alderwoman Trepper served as a member of the City of Windhoek's Management Committee Council. In 2004, she again returned to the Mayor's Office as the Deputy; a position she held until 2008. As the Deputy Mayor, she led a number of community projects and undertook various political assignments on behalf of the City. Amongst others, she served as a Member of the National Stakeholders Committee on Electricity Restructuring - a platform created to map out feasible strategies for the restructuring of Namibia's electricity industry. She also led the City of Windhoek Revenue Generation Committee that was formed to investigate alternative revenue sources as a measure to address declining council



revenue base. As a community activist, Alderwoman Trepper worked in the communities of Windhoek supporting old aged homes, kindergartens, HIV/AIDS projects and other social initiatives around the City. In 2009, she became the Chairperson of the City's Management Committee; a position she occupied until her election as Mayor on 2nd December, 2010. As Mayor, Alderwoman Trepper is the Chairperson of the City's Healthy Cities Program, a WHO initiative poised to improve urban health. At an international platform Mayor Trepper serves as the Deputy Chairperson of UNESCO's African Coalition of Cities against Racism and Discrimination.

Alderwoman Trepper also serves on the Executive Committee of the Association of Local Authorities in Namibia (ALAN), which is the umbrella body of local authorities in Namibia. Upon taking office in December 2010, she set herself a challenging public service delivery agenda. In her acceptance speech, she made a unified pledge to head on tackle developmental issues that Windhoek residents face in terms of municipal service delivery. She also drew a road map on 4 key service delivery areas, namely:

- ✂ Creating livable conditions in the informal areas; in terms of provision of water, electricity and sanitation
- ✂ Provision of a reliable public transport system
- ✂ Local economic development, investment and employment creation
- ✂ Public participation and consultative governance

She maintains that "change for the better" is what the people asked for when they fought and won the right to vote democratically. Thus, change should not be an ideal that is elusive and beyond reach. It is incumbent upon council and government to make change meaningful and tangible such that people begin to appreciate

perceptible improved conditions in their immediate environment".

Alderwoman Trepper is not only a community leader and a politician, but also a loving family woman. She is married to Mr. George Trepper and the couple is blessed with a son.

Regional Visits to The Chapters

The Alliance has stepped up in its role to work more closely with national AMICAALL Chapters.

Closer liaison with Chapters has been identified as being essential for The Secretariat to ensure a more vibrant and strengthened Alliance/AMICAALL network, able to support its members within a framework of established, documented best practice based on real implementation experience. Given that national AMICAALL programmes have been underway in some cases for almost ten years, a good deal of experience and knowledge has been generated that warrants attention.

Supported by technical assistance provided by the Commonwealth Secretariat, the Secretariat has so far visited three AMICAALL Chapters – Uganda, Tanzania and Swaziland. The opportunity was taken during these visits to spend quality time with the Country Programme Directors and their staff to discuss and analyze programme progress and future plans, processes achievements and challenges.

Information on experiences and learning gathered and subsequent analysis will support a range of activities of The Secretariat; particularly information dissemination, better management of local authority HIV/AIDS programmes in the context of broader local government institutional development and resource mobilization efforts.

Discussions were also held with key national stakeholders and AMICAALL strategic partners including National AIDS Commissions, Ministries



responsible for local government and health, United Nations agencies, local government associations, private sector and community based organizations. These discussions revealed strong support for the AMICAALL programmes and recognition of achievements, but also some suggestions where performance could be further improved.

Some extremely valuable hands on information was also collected from meetings held with local authorities in the three countries, including Mukono Municipality in Uganda; Kinondoni Municipality and Tanga City in Tanzania; and, Manzini City and Matsapha Town in Swaziland. Mayors and senior municipal officials were open and direct in sharing their experiences in planning and implementing local responses to the impacts of HIV/AIDS. This information will be used in the case studies in the documentation of good practices currently being prepared.

The opportunity was also taken to meet with the Alliance President Mayor Peter Muwanga in Kampala, Uganda (together with AMICAALL Uganda Executive Committee members), Second Deputy President Mayor Themba Dlamini in Matsapha, Swaziland and former Alliance Coordinator and Executive Committee member Salim Kisauji in Tanga, Tanzania. These interactions were useful in gaining the political perspective on the AMICAALL programmes and emphasized the importance of strong and committed leadership from local authorities.

The visits so far have revealed some valuable learning that will inform the future tactics of the Alliance in defining and executing its role. The Alliance as an organization is evolving and must regularly review its operations. The fieldwork has also shown that time might also be right to stand back and take a critical look at the AMICAALL strategic approach to ensure it remains relevant to the current environment.

Other key findings from the Chapter field visits so far include:

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- ✂ AMICAALL Chapters and local authorities on the whole are well embedded and respected in the national response to HIV/AIDS, and are recognized as the lead agencies in the urban sector response. In fact, there is pressure on AMICAALL to expand to rural areas and districts, given the success of the programmes in urban centers. This position is of significant comparative advantage that should be capitalized upon in indicating the real difference AMICAALL makes. However, maintaining active local government political engagement in national policy dialogue is important to ensure the urban response remains firmly on the agenda.
- ✂ The journey from advocacy to action has generally been successful. Given the decline in donor funds in the current economic climate and the increased focus on tangible and visible results, it is important that concrete outcomes are achieved through activities that are genuinely reaching people. Advocacy, sensitizing and training can no longer be seen as ends in themselves; these activities must lead to solid results.
- ✂ Reporting and documenting of the outcomes of AMICAALL activities is critically important. The Alliance has developed an information gathering tool that has been tested and completed during the field visits. This is being used in compiling regional information for dissemination and resource mobilization purposes. Initiatives uncovered such as the 'Urban Legends Awards' in Swaziland are excellent for profile raising. Successful interventions such as work with university students and commercial sex workers in Uganda, Social Centers in Swaziland and HIV/AIDS and Gender Mainstreaming in Tanzania should also be highlighted.

- ⌘ Additionally, formal monitoring and evaluation systems are important in order to substantiate what has been achieved. Chapters generally have good monitoring systems; however evaluation of outcomes of AMICAALL and local authority interventions remains a challenge. Regional research on evaluation systems has been noted as a pressing need and is being pursued by The Secretariat.
- ⌘ Buy-in of key people and institutions to the AMICAALL programme is essential. Elected leaders and municipal officials have stepped up to the challenge, as evidenced by the range of projects at local level and the genuine commitment shown through municipal budget line allocations to HIV/AIDS response projects. Multi-stakeholder engagement and processes also need to be in place to ensure a successful programme.
- ⌘ Opportunities exist to improve linkages between AMICAALL initiatives and the private sector for joint programme development or Public/Private Partnerships.
- ⌘ Chapters indicated they have certain expectations from the Regional Secretariat in respect to more meaningful interaction and funding opportunities. The Secretariat has taken these inputs on board and is re-examining its role and clarification of expectations. The Secretariat is also actively engaged in resource mobilization efforts in collaboration with AMICAALL Chapters.

The data collected during the fieldwork so far has been collated and will be included, with that captured during the remaining visits, in the forthcoming publications on managing local authority responses to HIV/AIDS and case studies.

The Secretariat appreciates the cooperation, enthusiasm and forthrightness shown by AMICAALL Chapters and partners during these visits.

3. International News

International Women's Day

International Women's Day (IWD) falls on 8th March every year. On this day and throughout March, hundreds of events are held all over the world to inspire women and celebrate events. The global United Nation's theme for this year's IWD was: Equal access to education, training and science and technology: Pathway to decent work for women.



According to Oxfam International, "There has been significant progress in women's rights since 1911 but there is still a long way to go to create a truly equal world. The centenary of International Women's Day is a crucial opportunity to raise awareness of inequality and reinvigorate public demand for equality and positive change."

With empowering women in mind, the people of the Double 1 district in Cameroon, in 2008, raised issues with their Municipal Authorities. In implementing an efficient response to these issues,

the authorities prepared a guide called Empowering Women Financially in the fight against HIV/AIDS at the Belo Council. This guide was specially designed to help women who wish to embark on activities that will empower them financially, so as to reduce their vulnerability to HIV/AIDS. The document was prepared and published by AMICAALL Cameroon with the assistance of the United Nations Development Programme (UNDP) and other developing partners.

Numerous factors make women more vulnerable to HIV/AIDS than men. For example, in Cameroon, as in most developing countries, over the last decade, the gap has grown inexorably between the men and the women. This is what has been termed “the feminisation of poverty”.

The economic power which enabled the women to negotiate faithfulness or the use of condoms is lacking, thereby exposing them in the domain of sexuality, to the predominant power of men, and even to violence by the

A significant solution to making women less vulnerable to HIV/AIDS is to empower them financially. This is because:

- Ⓡ The well-being of the woman – health, security, physical integrity – is often times, not under her control;
- Ⓡ Women make up 2/3 of the 876 million illiterate populations identified worldwide. They are therefore less educated than men;
- Ⓡ Women only control 10% of financial revenues worldwide. They are therefore weaker both financially and economically than men;
- Ⓡ Women are the main victims of sexual violence;
- Ⓡ Women do not easily discuss issues relating to sex, sexually transmitted illnesses and family planning;
- Ⓡ Women often resort to having sex in exchange for food, shelter or money;

- Ⓡ Women suffer from the negative and harmful effects of male sexual behaviour, but lack the power to protect neither themselves nor their children.

4. News from AMICAALL Swaziland

AMICAALL Swaziland has several Income Generating Projects (IGPs). The goals and objectives of these projects are to sustain support of community volunteers in vital service delivery, building the capacity of volunteers to plan and manage, and assisting volunteers in developing governance structures.



There are currently 11 towns participating in this project, with 1,092 registered community volunteers. These 1,092 volunteers are further broken into these groups:

- Ⓡ Home Based Care – 301
- Ⓡ Peer Education – 63
- Ⓡ LL/ Child Protection – 309
- Ⓡ Community Action AIDS Committees – 142
- Ⓡ Social Center Volunteers – 216



⦿ PMTCT - 158

Achievements include the establishment of the IGPs in 11 of the 12 towns, the facilitation of the opening of 11 bank accounts, and the establishment of management/governance structures and capacity building in business management

Challenges include:

- ⦿ Recovery of money loaned to members by credit and saving schemes – people given the money have no capacity to repay;
- ⦿ Tapping into the IGP fund before its full maturation and development (as a generator of cash flow);
- ⦿ Failure of IGP to generate expected income;
- ⦿ Poor M&E system to continuously track IGP performance;
- ⦿ Lack of ongoing support, mentoring for volunteers

Recommendations:

- ⦿ Develop and strengthen links with organizations/government departments specializing in microfinance and SME to provide continued support to towns.
- ⦿ Identify training needs and capacity development for community volunteers to enable them to run successful businesses

⦿ Diversification of IGP activities (expanding from the initial IGP)

⦿ Improvement of M&E processes for IGPs

5. News from AMICAAL Tanzania

New Leadership

On 18th January, 2011, AMICAALL Tanzania held its Annual General Meeting (AGM) in Dodoma, during which new leadership was elected.

Hon. Amani Said Mwamwindi (Mayor of Iringa Municipal Council) is now the AMICAALL Chairman.

Hon. Dr. Amani Anatory John, (Mayor of Bukoba Municipal Council) is now the deputy Chairman.

Members of the AMICAALL Executive Committee include:-

- ⦿ Hon. Khatib Abdulrahman Khatib, the mayor of Zanzibar Municipal Council,
- ⦿ Hon. Frank Raphael Magali, the mayor of Lindi Municipal Council,
- ⦿ Hon. Emanuel S. Mwiliko, the mayor of Dododoma Municipal Council,
- ⦿ Mr. Hamisi Juma Kaputa, the Municipal Director of Bukoba Municipal Council,
- ⦿ Mr. Rashid Ali Juma, the Municipal Director of Zanzibar Municipal Council.

This new leadership will serve for a period of 5 years from 2011 and shall stand and realize the overall goal of: “Cities and municipalities



increasingly free from all threats of HIV/AIDS through coordinated and concerted community action”.

Duties of the Executive Council include receiving and acting on decisions made by the General Meetings, receiving and acting on general directives and guidelines issued by the Ministry responsible for Local Government and TACAIDS in matters relating to HIV/AIDS prevention, control and related aspects, and initiating actions and steps intended for carrying out effectively the general objectives of the programme. The Executive Council is also responsible for initiating and coordinating efforts for funding activities of the Programme, and ensuring that, where appropriate, guidelines are developed and availed to the Programme members in order to facilitate the execution of various activities. The Council shall also discuss matters of general interest arising from the Programme members and take relevant action including circularization of results, give general directives and guidelines to the office of the National Coordinator to enable it perform its duties commensurate with the needs and aspirations of the Program, and carry out any other responsibility as may be prescribed by the Programme’s General Meeting from time to time.

Development of a Strategic Action Plan

In order to continue with support to national councils and the national response to HIV/AIDS, The Alliance developed an action plan with a tentative budget of 92,081,000.00 Tanzanian Shillings (Tsh.) for January to June 2011. This plan also takes advantage of the opportunities to scale up the programme and achieve tangible outcomes offered by the recent election of new Mayors and Councilors.

There are several key expected results from these programme interventions. Firstly, there will be the establishment of a 3 year operational Strategic Action Plan for AMICAALL Tanzania. Secondly, elected Municipal Mayors, Councillors and Directors are well informed on HIV/AIDS status in the country and areas of their jurisdiction and are expected to support AMICAALL responses at the local level. Local authority leaders and officials also have the capacity to effectively implement and manage community HIV/AIDS responses and workplace programmes.

The following activities are proposed to be carried out from January to June 2011:

- ✂ Development of 3 year AMICAALL Strategic Plan and budget (2011- 2013).
- ✂ Orientation workshops (three sessions) for 161 newly elected Mayors, Municipal Directors and head of departments and Planning officers” on local governance and HIV/AIDS.
- ✂ Support (technical and documentation of best practice) to Workplace programmes at Zanzibar, Sumbawanga, Mbeya and Musoma municipal councils. There is an identified demand from these municipalities for AMICAALL interventions, which have not yet been reached



Up Close with AMICAALL Tanzania Chairman, Hon. Amani Said Mwamwindi

Hon. Mwamwindi was born in March, 1947, and his primary education background dates back to 1962 at Malandege, Tanzania.

From 1965 to 1967, he worked as a clerk at the Tanganyika Packers in Dar es Salaam. From 1967 to 1969, he was a clerk at Tancut Iringa. Another clerical job followed that before he went into the transport business; first as a Cooperative Petrol Station Manager, and then later, as a self-employed transportation manager.

In 2005, Hon. Mwamwindi became a councilor at Mlandege Ward, Iringa Municipal Council. In 2010, he became Mayor of Iringa.

Hon. Mwamwindi states: "I hope my biggest successes as AMICAALL Tanzania chairman will be to strengthen AMICAALL partnerships and collaboration with stakeholders at local, national and international levels, and to mobilize resources for The Chapter.

I also hope to provide good leadership, networking and collaboration with multiple stakeholders for tackling the pandemic of HIV and AIDS so that within 5 years, the national prevalence rate lowers from 5.7% to at least less than 4%.

Regarding the future, I expect to facilitate The Alliance in obtaining a new strategic plan for combating HIV/AIDS. I hope this plan will attract many donors/ partners who will in one way or another support The Alliance in achieving its goal and strategic objectives."

Hon. Mwamwindi went on to state that his future plans in the political arena are to strengthen local leaderships and communities in democracy and good governance. This will be so that they can maintain peace, sustainable development and cope with the impact of HIV/AIDS.

He also stated, "My thoughts on local government and HIV/AIDS are that local government represents the closest link between national government, its citizens and civil society. It is the center for all community development concerns including reduction and elimination of major killer diseases and diseases like HIV/AIDS, tuberculosis, and so on. This is because all citizens and civil society organizations are found within the local government administrative boundaries.

The angle to the subject that local and world leaders should tackle is to effectively coordinate, mobilize and allocate enough resources to reach those most vulnerable groups and for impact mitigation.

The Tanzania Chapter appreciates the support and good partnerships with The Alliance Secretariat, UNDP and UNV Tanzania Programme."

6. Events

HIV/AIDS and Local Government High On Commonwealth Conference Agenda

The Alliance was honored to be invited recently to present a working group session at the 2011 Commonwealth Local Government Conference.

This biennial conference is the premier local government gathering in the Commonwealth and was held in Cardiff, Wales from 15th to 18th March. It was attended by 500 senior local government practitioners from 51 Commonwealth countries, including Heads of Governments, Ministers responsible for local government, leaders of local government associations, Mayors, Councilors, senior government and municipal officials, collaborating partners and academics.

The theme of the 2011 Conference was **“Energizing local economies: Partnerships for prosperous communities”**, based around the growing responsibility of local government to support local economic development (LED) through community leadership and provision of services that will improve people’s lives. The impact of HIV/AIDS on local economies was identified as integral.



Helen Clark gives the keynote speech at the Commonwealth Local Government Conference in Cardiff, Wales. March 16,

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2011.

(Photo Sourced from: www.us.undp.org)

Described as enthralling by Conference organizers, the AMICAALL facilitated session was entitled **Local Action for Local Economic Development: Addressing the impact of HIV/AIDS**. The Alliance/AMICAALL panel comprised the Mayor of the City of Windhoek, Namibia and Alliance Executive Council member Her Worship Alderwoman Elaine Trepper, together with AMICAALL Country Programme Directors Dr John Mugisa (Uganda) and Kenneth Mwansa (Zambia).

The panel shared their experiences from different perspectives on the initiation and implementation of programmes at the community level to address the impacts of HIV/AIDS on local government and the area’s economy, and how local authorities had become catalysts of change. The session covered background on The Alliance and AMICAALL and the impact of HIV/AIDS on local economic development. Real life experiences of local governments working in partnership with their communities with the aim of helping people living with HIV/AIDS to become more self sufficient and economically active included:

- ⚡ income generation for orphans and vulnerable children through entrepreneurship skills development and capital inputs for small scale business enterprises in Uganda;
- ⚡ local leadership and partnerships with the business community and people living with HIV to create viable business enterprises in Zambia;
- ⚡ micro-projects and cooperative associations, with a focus on women, in Cameroon
- ⚡ livelihood support to community volunteers working on AMICAALL project in Swaziland, via savings and credit schemes.



In all cases, the initiatives presented changed the attitudes of people, enabling those living with and affected by HIV/AIDS to become less stigmatized and more socially and economically involved. This, in turn, helped create safe spaces to talk about status and becoming more health conscious.

The session concluded that in many developing countries, particularly in Africa and more recently elsewhere, local economic development cannot be attained without addressing the impacts of HIV/AIDS. The most productive age groups are primarily affected by the epidemic, resulting in depleting of skilled workforces, adding costs and diverting resources. HIV/AIDS adds to the troubles of local communities and economies already struggling with development challenges. However strong and committed local government leadership can make a difference.

The attendees at this interactive session came from Kenya, Nigeria, Malawi, Zambia, Uganda, Zimbabwe, India, Great Britain, Papua New Guinea and Australia. The discussions resulting from the presentations were reported to be inspiring and encouraging, with participants showing a genuine passion for the issues.

The conference communiqué, the '*Cardiff Consensus*', acknowledged the importance of local government integrating strategic income generation initiatives into the local development agenda for promotion of HIV/AIDS response as well

as economic growth. Specifically, the final declaration included '*in developing local strategies for LED, local government working in partnership with other stakeholders should.....use appropriate LED interventions to improve the socio-economic empowerment and living conditions of people living with HIV and AIDS, and those affected thus reducing their vulnerability*'.

The inclusion of HIV/AIDS in the conference communiqué, which will be presented to the Commonwealth Heads of Government Meeting later this year, provides a useful anchor for The Alliance to promote greater emphasis by local government on LED in their local HIV/AIDS response strategies and actions. Several inquiries concerning the AMICAALL programme were received and follow ups will be made with those who showed interest.

Participation in this international conference was considered to be a successful endeavor, and the sincere appreciation of The Alliance goes to the presentation team for a job well done. The Alliance also expresses gratitude to the Commonwealth Secretariat for their moral and financial support.



**THE ALLIANCE OF MAYORS AND MUNICIPAL
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