



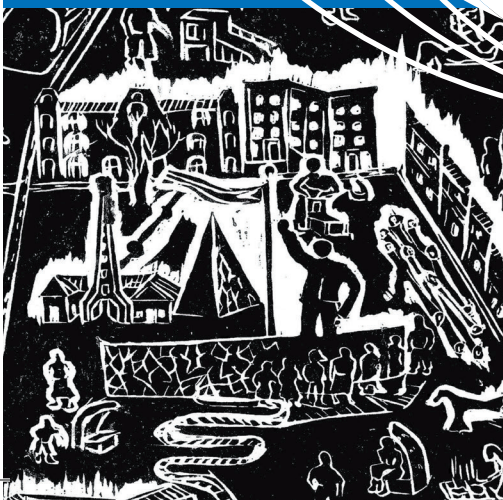
NELSON MANDELA BAY  
MUNICIPALITY  
(SOUTH AFRICA)  
*and*  
GOTHENBURG  
(SWEDEN)



20  
YEARS

*Partnership*

1999 - 2019









## NELSON MANDELA BAY MUNICIPALITY (SOUTH AFRICA) AND GOTHENBURG (SWEDEN)

### *Celebrate 20 years of partnership - 1999 to 2019*

This booklet is a record of important work done during the twenty-year partnership between City of Gothenburg in Sweden and Nelson Mandela Bay Municipality in South Africa from 1999 to 2019. This booklet complements two previous publications: *10 Years of Development Cooperation – The Urban Development Programme 1996-2007* and *Swedish-South African Cooperation and Partnership/Friendship – Nelson Mandela Bay South African / Goteborg Sweden-* produced in 2008.

The work would not have been possible without contributions and support from past and present Partnership Management Committee members,

Partnership Coordinators, Project Leaders and Project Team members in both cities. In addition, there are many other role-players from the projects and partnership that added perspective and richness to the work done by the cities and which have influenced this booklet.

Sida has supported and funded the partnership since its inception through various agencies. Without the historical support and current financial support and encouragement from the International Centre for Local Democracy (ICLD) this booklet could not have been produced.



# Preface

What do two cities on either side of the Equator, 10 000 kilometres apart, have in common? Apart from the obvious commonalities that they are both port cities with strong industrial and tourism components. Obviously a great deal, given the many years of successful collaboration between Nelson Mandela Bay Municipality in South Africa and Gothenburg in Sweden.

In both Nelson Mandela Bay Municipality and Gothenburg, there are people who care deeply about their cities. All who have worked in the partnership have been inspired and driven by one common aim: to ensure that more people can enjoy a better quality life in their cities.

Over the years, the partnership has seen the two cities sharing knowledge, experience and best practices, and gaining new insights. Today, they enjoy a mutually beneficial partnership that allows them to explore solutions to the challenges they face as we move further into the 21st century.

In November 2019 the partnership between Gothenburg and Nelson Mandela Bay Municipality is 20 years old. During this time tremendous work has been done through various projects undertaken in both cities. The projects have been implemented in a number of sectors that were prioritised by the two cities at an early stage of their relationship.

The main sectors over the twenty years have been; Arts and Culture (2000- 2008); Tourism (2000-2005); Business (2000 - 2005); Sport (2000-2002); Environment and Health (2003 – 2011); Tertiary Education (2000- 2009) and Municipal and Urban Development (2000 to 2019).

After the conclusion of projects, the learning remains alive as the experience gained has been institutionalised and sustained in the ongoing work in the municipalities.

Since its beginning, the partnership has evolved and developed to the point where it can showcase success particularly in the areas of strategic focus and project identification, partnership management, project team arrangements and dissemination.

This booklet has been designed to highlight the work done in both cities during the last twenty years including the current projects being implemented. It is also intended that it serves as an inspirational guide for all role players with an interest in sister city collaboration and partnerships.

The booklet content has been developed in Nelson Mandela Bay Municipality and as far as possible it covers the partnership from the perspective of both cities.





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*"Our Cities have benefited so much from the variety of projects and exchanges over the years – an international perspective is invaluable to adding depth and quality to our work locally."*

*- Dawn McCarthy -* Nelson Mandela Bay Projects Co-ordinator



*"Interaction of this nature exposes the participants to alternative views and approaches to deal with all types of issues."*

*- Schalk Potgieter -* Port Elizabeth Low Income Housing Programme(PELIP).



# 1. History

Sweden was the only western country to give official support to the anti-apartheid movement in South Africa during the early 1970s. At the dawn of democracy in South Africa in 1994, South Africa–Sweden relations were already deeply entrenched. These contacts were developed further after 1994, with the South African and Swedish governments formalising their relationship through signing an agreement promoting co-operation between the two countries.

As a result, representatives from South African municipalities visited Sweden to find suitable partners. The erstwhile City of Port Elizabeth – now the Nelson Mandela Bay Municipality – and Gothenburg, Sweden's second largest city chose to work together. Juswe Nelson Mandela Bay Municipality, Gothenburg is a port city and was for decades the centre of Sweden's automotive industry. There were already links with companies such as SKF, a well-established Gothenburg company.

This heralded the beginning of the Nelson Mandela Bay Municipality / Gothenburg partnership.

## Sweden SA Urban Development Programme – 1996 - 2006

After 1994, together with Sida (the Swedish International Development Cooperation Agency), South African cities formulated a programme for co-operation. This was known as the Sweden South Africa Urban Development programme, which existed from 1996 to 2006. It aimed to help develop capacity in post-apartheid South African cities.

The focus of the Programme was on three South African cities: Port Elizabeth – now Nelson Mandela Bay Municipality, Kimberley – now Sol Plaatje Municipality, and East London – now Buffalo City Municipality (the names of these cities changed after 2000 when the Demarcation Act, 27 of 1998 restructured the boundaries of municipalities and amalgamated many areas into new jurisdictions).

Initially, the Urban Development Programme did not extend to partnering with cities in Sweden. The aim was to support South Africa's fledgling democracy

by contributing towards integrated and sustainable urban development in the selected cities through initiatives that would assist with poverty alleviation, improved living environments, service delivery, economic development and social development.

During the ten years of its existence, numerous initiatives were undertaken in Nelson Mandela Bay Municipality in terms of the Urban Development Programme. These included comprehensive urban planning, tree planting, street lighting, urban renewal, innovative housing, environmental solutions, infrastructure and transportation.

The Programme also saw the establishment of the Ubutyebi Trust (to facilitate access to housing for the poor), and the Social Housing Association of Port Elizabeth (SHAPE). SHAPE changed its name to Imizi, following the change in municipal area and the naming of the area as the Nelson Mandela Bay Municipality. These two housing related institutions continue to contribute positively today. Imizi has won numerous prestigious awards for its social housing contribution in the City, which area is growing from strength to strength.

Another initiative of the Programme was PELIP (Port Elizabeth Low Income Housing Programme), which focused on innovative housing design, construction and financing. It existed from 1996-2001 and was responsible for a number of ground-breaking pilot initiatives in the city.

### Gothenburg

Sweden's second largest city,  
located on the west coast

**Population:** 571 868

**Land area:** 450 km<sup>2</sup>

### Nelson Mandela Bay Municipality

South Africa's fifth largest city,  
located on the south-eastern coast.

**Population:** 1,271 776 million

**Land area:** 1, 959 km<sup>2</sup>

In the initial years of Swedish assistance to Nelson Mandela Bay Municipality, Sida appointed two resident Urban Advisors. Under their stewardship, numerous other projects and programmes were launched, including the Red Location Museum design competition, the construction of housing and cultural centres in Motherwell and New Brighton, the creation of meeting places in poverty-stricken areas, and cultural programmes.

In addition, the Urban Programme assisted the Municipality in developing the Sustainable Communities Planning methodology which, together with the Red Location Museum architectural design, won the International World Leadership Awards in their categories in London in 2005.

## Municipal Partnerships from 1999

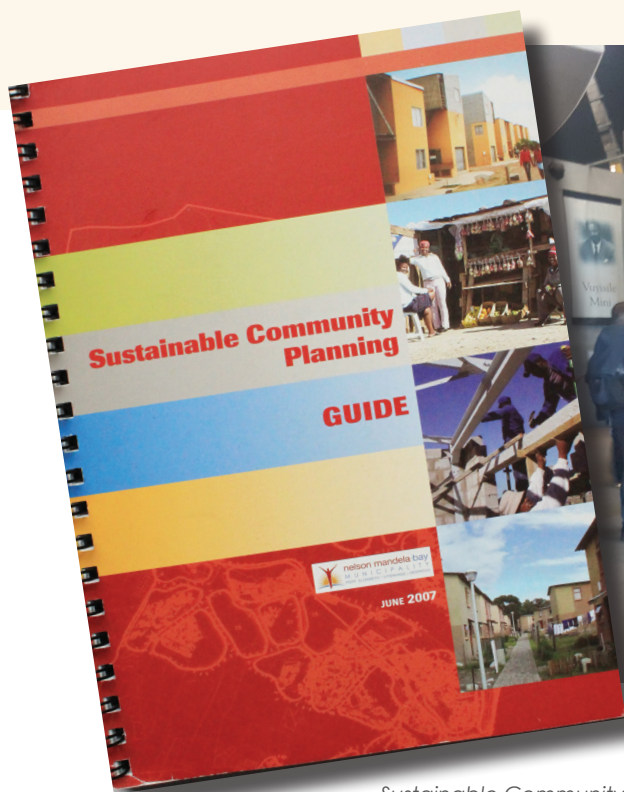
The concept of partnerships between South African and Swedish municipalities was introduced in 1999 in terms of the Sida funded Urban Development Programme. The programme proposed cooperation between equal partners, with the focus on mutual learning, problem solving and the beneficial exchange of knowledge and experience. This heralded a clear shift from capital project support

- and from dependency to reciprocity. Following deliberations between the then Port Elizabeth and Gothenburg, a Contract of Partnership was formally signed on 22 November 1999. This set the basis for future cooperation between the two cities.

The Partnership has always aimed to foster, and delivered on, fostering a long-term, mutually beneficial relationship between the two cities. It further promotes certain priorities as identified by the cities from time to time.

At an early stage of the partnership, the cities agreed on a vision and mission for their future cooperation and collaboration. This has guided the work achieved by the two sister cities over the past twenty years.

The partnership is therefore underpinned by the concept that both sister cities must benefit from the cooperation. It involves an exchange of knowledge and ideas through projects that typically run for a three-year period. Sectors from which projects are selected, are identified by the joint Partnership Management Committee. Project proposals are jointly developed by the two cities, for implementation within the priority sectors identified.



Red Location Museum – New Brighton –  
Nelson Mandela Bay.



## Municipal Partnership North South

When the Urban Programme was phased out in 2006, the cities were able to seek continued support from the SIDA-financed Programme "Municipal Partnership North South", administered by SALA IDA (the Swedish Association of Local Authorities - International Development Agency), owned by the Swedish Association of Local Authorities and Regions (SALAR)). In the latter half of 2009, the International Centre for Local Democracy (ICLD) took over the funding and administration of all Sida funded Municipal Partnerships.

The Nelson Mandela Bay Municipality/Gothenburg Partnership has continued from 2007 to 2019 under the Municipal Partnership North South umbrella.

Prior to 2012, the partnership was administered from the Gothenburg side through the municipal company Business Region Gothenburg (BRG). In order to reinforce the political ownership and close interaction of the City in regard to the cooperation between the two cities, the responsibility was transferred to the International Relations Office of the City of Gothenburg in 2012.

Through the partnership and its programmes, both cities have grown and developed together and

now identify challenges and seek solutions together. The backbone of the partnership and its progress over time has been the projects progressively undertaken between the two cities. Over the years, numerous projects were implemented in various sectors, such as Arts and Culture; Tourism; Business; Sport; Tertiary Education; Environment and Health; and the vitally important and wide-ranging Municipal and Urban Development Sector.

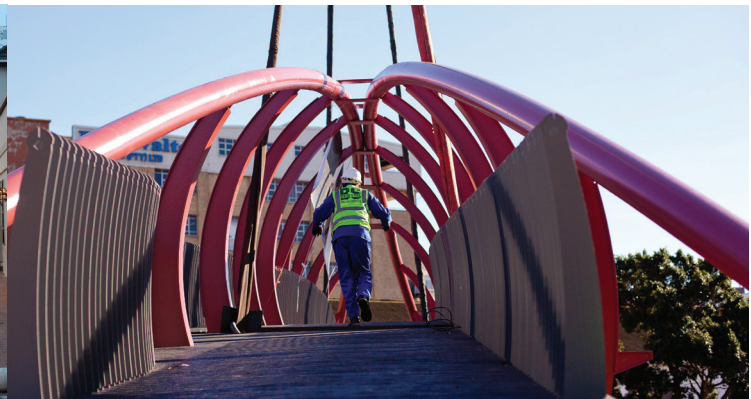
*Detail of the projects is provided in Annexure A*

### Vision

To use the partnership to create conditions that will be conducive to sustainable, integrated, local economic development, poverty alleviation, and democracy and gender equality, through genuine partnership, as well as real local ownership.

### Mission

Moving from development aid, through development cooperation to equal partnership for mutual benefit.



*"We gained a better understanding of the importance of the role of a well-functioning, accessible inner city area and a better understanding of the importance of an active, open minded cooperation and dialogue from the very start of a project involving all relevant competences as well as the citizens"*

*- Bo Aronsson -*

*Gothenburg Project Leader: Examination of the gap between policy and implementation in local government and sub Project Inner City Planning and Development.*







## 2. Progression of the partnership

The first six years of the Partnership saw a three-step evolution. From 1999 to early 2000, interaction was focussed on building relations based on trust and confidence – professionally, socially and politically. Basics such as exposure to each other's culture and conditions for living and working and gaining an understanding of the implications were explored during this period.

In 2000 and 2001, efforts turned to identifying activities of specific relevance to the participating municipalities. Objectives were formulated and work plans and budgets prepared. Substantial preparation work was done to operationalise the programmes, transfer knowledge and capacity building. Some of the activities were also initiated.

From 2002 to 2005, broader based implementation took place. During this period, a number of new activities were identified and put into motion. Projects were completed and new projects were identified for continued partnership co-operation.

When one examines the history of the partnership, it becomes apparent that the balance of

dependency has shifted. While in the first six years, Nelson Mandela Bay Municipality received significant benefit from the projects, Gothenburg has gained many valuable lessons from how South African cities address the extreme challenges of poverty and integration they face, especially given the fact that its own population has become more culturally diverse. Nelson Mandela Bay Municipality was able to share information and best practices in addressing challenges such as inequality, safety, public participation, HIV/AIDS and empowerment.

As the levels of understanding and the depth of programmes between the cities grew, the projects were increasingly selected on the basis of mutuality and reciprocity.

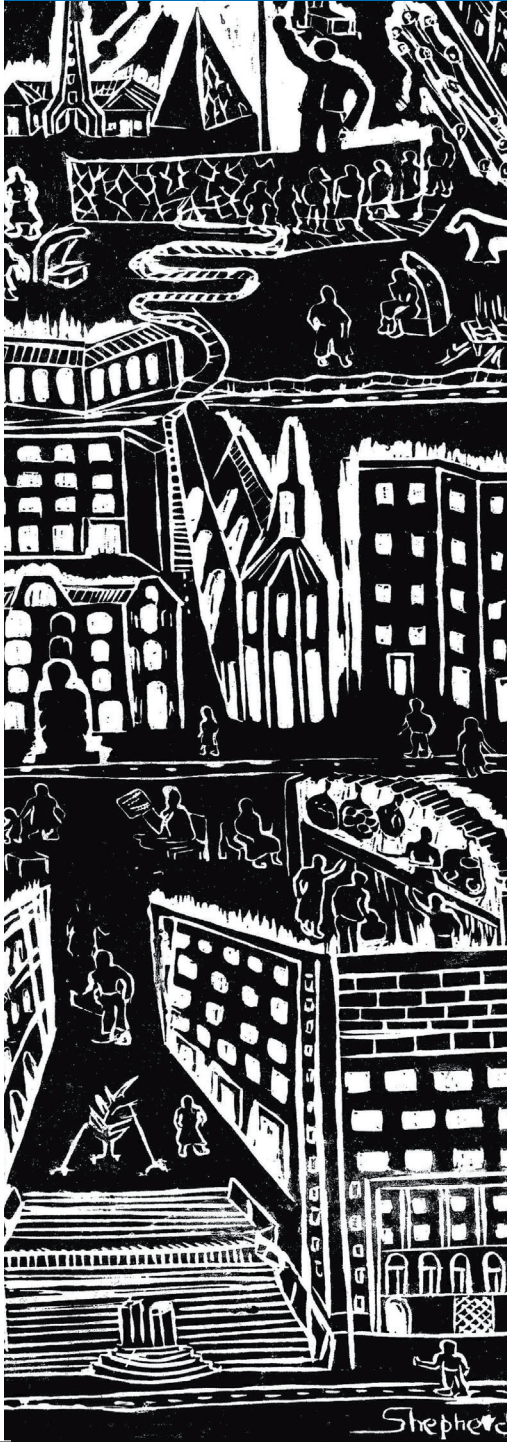
By 2012, the relationship between the two cities had evolved to such an extent that the conceptualisation of the programmes, the processes of formulation of projects, and the execution of the projects were innovative, truly reciprocal and of equal mutual relevance and benefit.



*"The project provided a perspective so important for the work that followed in Gothenburg and for me personally in representing Gothenburg in our work with sustainable mobility in Gothenburg and in Europe."*

*- Lisa Sundell -*

Project member Gothenburg: Examination of the gap between Policy and Implementation in Local Government  
Project Leader Sub-Project : Sustainable Mobility.



Concept identifying key attributes to realise a vision.





### 3. 2012- A new way of working and the partnership matures

2012 represented a watershed period in the partnership between the two cities. During a Partnership Management Committee meeting in early 2012, a new approach to the Partnership between the two cities was discussed and a new model of cooperation was devised in order to maximize the benefits of the projects between the two cities.

The new model aimed to take the partnership to new heights by ensuring that all projects to be undertaken between the cities were interconnected and interrelated with a deliberate synergy established between the projects. The Projects were to support common aims and objectives and be aligned to the cities' visions. The cities adopted a concept that had been used in Gothenburg that identified key attributes to realise a vision.

The cities funded the exploration, development and articulation of a new project concept. A project proposal was developed and a meeting with ICLD to explain the concept was held in anticipation of a funding application.

The cities selected the areas of Sustainable Energy, Climate Change, Inner City Planning and Development and Sustainable Mobility as being priority project areas to be pursued. In further discussions it was identified that a major issue for both cities was the gap between policy and implementation. Both cities identified the need to reflect greater policy implementation successes. This is not only true of the two cities, but many other local authorities.

Thus a suite of five projects was submitted to ICLD. Four projects covered the identified areas mentioned above with a fifth overarching project covering the gap between policy and implementation in local government. All the projects were interconnected and interrelated. The project applications were approved and the projects were undertaken from 2013 to 2016.

The main project involved the examination of the translation of the City policies into effective implementation and the consequent development of a Toolkit for use by local governments, in both

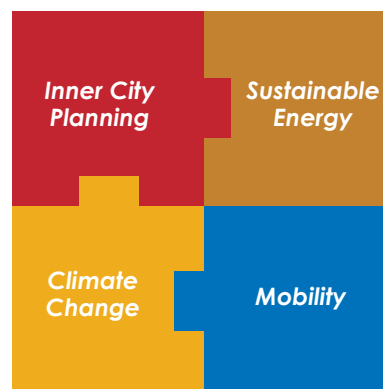
countries, to close the gap between policy and implementation.

The four sub-projects ran over the three-year period and their results were used to, inter alia, feed into the policy implementation gap project that also ran for the same three year period. The sub-projects were as follows:

- Inner City Planning and Development: The project focussed on the processes of participation and planning in development projects that further inclusive development and participation programmes as part of sustainability and integration.
- Sustainable Mobility: The project examined each city's mobility policy to determine whether they have been effectively implemented, if not why not, and how effective implementation can be enhanced in line with the accompanying overarching project proposal.
- Climate Change: The project took practical steps to influence municipal policies, activities and operations to include climate response interventions/ considerations.
- Sustainable Energy: The project developed of a correct institutional approach to sustainable energy in each city, and through the examination of each city's overall sustainability model.

The projects being a suite of interrelated and interconnected projects, yielded higher benefits to each of the cities. In other words, the result of the combined suite of projects was greater than the result of individual projects.

*All four projects were designed to be interconnected and interrelated.*





In 2016, the toolkit titled “Policy and Strategy implementation in local government- A toolkit for local authorities to ensure better policy implementation and service delivery” was published after workshops with planning and other practitioners were held in each city.

The suite of five projects was more complex and ambitious than any municipal partnership project previously supported by ICLD. The partnership and the suite of projects were a resounding success and they have gained attention in both countries including governmental and non-governmental organisations.

Part of the success of the projects can be attributed to the changing role of the Partnership Management Committee. For the first time the Partnership Management Committee role changed from one of oversight of the technical projects, to one of participation in the activities of the projects.

The project visits were designed to coincide and maximise opportunity for participation of the politicians in the technical programmes. This was also important as elements of governance fundamental to policy implementation were explored in relation to the projects.

The suite of projects set the benchmark for the subsequent suite of projects which is presently being undertaken by the cities.

The partnership approach and the suite of projects were presented at a number of international fora. These include the Local Government for Sustainability (ICLEI) Conference in Nelson Mandela Bay Municipality in November 2013, the Sweden / South Africa Bi National Commission in Stockholm in October 2015, a Networking event for South African Cities with Swedish Partnerships in Pretoria in 2015 and an ICLD event on partnerships in Dar Es Salaam in 2016.



*The problem is not the lack of policies strategies or initiatives, but the translation thereof into effective implementation*

*The toolkit developed to identify ways in which the policy implementation gap can be closed.*

*“Participation should be broadened to as many people as possible, what this does is to allow as many colleagues to be exposed to new ideas and ways of doing things which in turn makes it easy to implement new ideas and introduce new ways of doing things.”*

*- Luwuyo Ntshembe -*

*NMBM Project Member: Examination of the gap between policy and implementation in local Government and project leader for the sub project Sustainable Mobility.  
Team member for Access for the creation of Just Cities.*

## The Current Project - Accessibility for the Creation of Just Cities

Building on the success of the project undertaken from 2013 – 2016, a suite of three related projects is presently being implemented in the cities. The projects started in 2017 and will continue to June 2020. A dissemination process is proposed after June 2020.

The projects use the "Toolkit for local authorities to ensure better policy implementation and service delivery" produced in the previous project suite to examine how the relationship within and between suburban areas and other parts of the cities can be improved in order to create more accessible and just cities.

The projects recognize that the living conditions in both Gothenburg and Nelson Mandela Bay Municipality can be improved through better urban development and redevelopment. City investments must be as sustainable as possible to realise city visions and scarce resources in the cities need to be optimized with a long-term view.

The main project focusses on the various aspects of the concept of accessibility and city justice. Access is considered in a broad interpretation of the concept. - Socially, economically, physically and notionally.

The project brings together three different components making up the suite:

- A municipal partnership project - "Accessibility for the creation of just cities". This is the main technical project.
- A second municipal partnership Youth Project interlinked with and supportive of the main technical project that deals with youth aspects of access.
- A research component that supports the above projects and financed by Mistra Urban Futures.

The inclusion of a Youth component was important to the cities. Youth issues are highlighted as a special interest area of ICLD and an aspect also of particular interest to Mistra Urban Futures in their work with the promotion of more diverse and inclusive urban societies. The Youth project specifically includes seeking ways to include the Youth perspective in access solutions.

The suite of projects will have a number of outputs including a set of practical recommendations for use by Local Government, to improve access in all its dimensions – and therefore justice. A number of documents will continue to be produced as a result of the Research component. In accordance with the new methodology of project implementation and roles of participants the programmes for the project visits are crafted to enable the Partnership Management Committee to participate in activities that are undertaken and to contribute towards the recommendations and solutions identified.

*Interaction between project team members on re-imagining the Baakens River.*



***"Being able to take youth along from our local communities and being able to share an experience with them that is completely outside of their normal environments is literally life changing for them and for the team leaders and the co-ordinators."***

***- Debbie Hendricks -***

NMBM Youth Team Leader for Access  
for the Creation of Just Cities.

*"The Accessible Cities project takes in more aspects and gives more nuances that increases understanding of how we can explain and motivate future recommendations regarding improved access."*

*- Staffan Claesson -*

Gothenburg Project Co-ordinator: Access for the Creation of Just Cities.





## 4. The value of the partnership projects

The partnership work brings additional value to both cities that would not have been achieved without the partnership projects. Additional value facilitated by the partnership projects includes the following:

- International approaches to work conducted by the Cities is good. The partnership facilitates an international approach and more holistic solutions with more diverse experiences.
- The projects facilitate research which complements the technical components of the work done and gives it greater credibility.
- There is benefit in having projects teams made up of members with different backgrounds. This leads to more diverse input and thus more sustainable solutions.
- Exposure to different experiences facilitated by the project work opens the mind to make better decisions and to be more sensitive to one's own environment- thus leading to better results.

A Multi-disciplinary approach makes each individual involved cognisant of other disciplines and perspectives.

- The projects aim to provide practically orientated solutions that can be easily understood and used in the cities and other cities in both countries.
- The quality of work improves with the involvement of as many external agencies as possible.
- The projects allow an exploration of methods of working with people and communities

*Left bottom: Dissemination with SA Ambassador in Gothenburg, 2014 .*

*Right bottom: Presentation to Gothenburg City Council, 2015.*



*“What came out strongly was the fact that we are all striving for the same results, that is to create a quality life for the citizens.”*

*- Siyabonga Somjalisio -*

NMBM: Examination of the gap between  
Policy and Implementation in Local Government  
Project Member Sub-Project: Sustainable Mobility.



*"It has been a privilege to work with the partnership and those involved over the years.*

*It is important to embed the work in the institution and to retain the institutional memory.*

*The collaboration and cooperation between stakeholders has made this partnership a success. As a coordinator you need to be able to balance working effectively with the politicians, the technical teams and the counterparts in the other city and help all of the role players achieve successful projects and a successful partnership."*

*- Hester Botha -*

Nelson Mandela Bay Partnership Co-ordinator  
for 17 years from 1999 to 2016.

*Signing of the Partnership agreement –  
Nelson Mandela Bay Municipality 2012*



## 5. Factors that have contributed to making the partnership a success

The partnership between Gothenburg and Nelson Mandela Bay Municipality has been hailed as a best practice city-to-city partnership. It has informed other partnerships, including others supported by SIDA. The success is seen not only in the fact that the Partnership has existed for 20 years but also the extent of influence and impact the partnership has had in each of the cities.

The 20 years of co-operation between the two cities has entrenched a strong mutual understanding of each city in the various areas of co-operation, as well as general administrative and political aspects. This has stood the cities in good stead for any projects undertaken in each city, enabling the various participants to start processes with a good and solid understanding of the issues involved and at a high level.

The Cities have worked hard at putting various measures into place to ensure success of the partnership.

### Institutional Arrangements

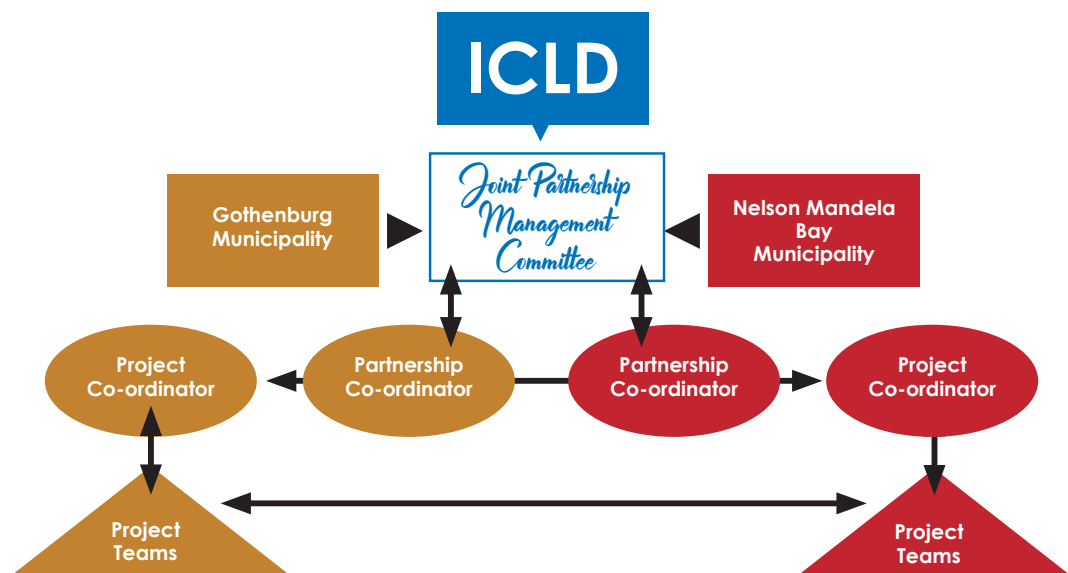
A major reason for the success of the partnership

has been the partnership management. The management of the Partnership rests with a Joint Partnership Management Committee consisting of representatives from both cities. Annexure C is a list of members of the Partnership Management Committee from both cities over the 20 years of Partnership.

The Partnership Management Committee specifically includes members of the political majority in Council/City Executive Board, as well as representatives from the opposition. This ensures that decisions taken and projects chosen reflect a broader support base in each city. It also allows a measure of continuity should political leadership change in the cities from time to time.

Since 2012 project programmes have been developed to ensure that the Partnership Management Committee participates in project activities conducted by the technical teams. This is to deliberately change the role from one of pure oversight to one of participation in the programmes – this facilitates understanding of the project issues as well as political commitment to the recommendations.

### Partnership Institutional arrangements: Ensuring Success





## Defining the roles

Within the institutional arrangement reflected above the cities have been careful to define the role of those involved. This ensures there is a clear understanding from all role players of how they fit into the system and their responsibilities.

*Annexure C contains detailed roles of partnership participants.*

## Project structure

The projects are usually structured around a three year period which is appropriate to ensure continuity and relatively short term delivery of the objectives for each project.

Each project year involves two reciprocal visits and continuous interaction between teams in the periods between visits.

Project coordinators have an extra visit each year to ensure mutual project planning and organisation as well as reporting.

Project reciprocal visits are planned to deliver on the objectives that have been identified for each project and a visit report is prepared after each visit which records not only the activities but also the results of the activities for the project.

The Cities have agreed that where possible the reciprocal project visits should be timed so that the Partnership Management Committee visits coincide with the team visits in order that the Partnership Management Committee can be involved in some of the activities to complement their role of oversight and involvement in the projects.

Comprehensive annual reports are developed for ICLD by the Project Coordinators on the projects with detail of activities and results.

## Selection of projects

The cities have been careful in more recent times to ensure that the projects selected directly respond to needs in each city and that both cities will equally benefit from the results. This ensures the sustainability of the partnership.

It is important that the projects selected respond directly to the strategic plans of each city. In this way the work done can contribute directly to the work the city is ordinarily undertaking and results are better institutionalised.

It is also important that the projects selected are realistic in terms of what can be achieved in a period of three years.

The project coordinators dedicate time, with the insight they have into each city, to explore the challenges that face each city and developing an appropriate project response which ultimately forms the application to ICLD for funding.

## Dealing with changes and challenges

It is inevitable that during any project there will be some unforeseen changes and challenges that arise during the project implementation period. Experience has shown that the sooner these are identified and reported on to the Partnership Management Committee and ICLD the better. In this way processes can be realigned and mitigating measures can be implemented timeously but still achieve project outcomes.

It is also important to know that in the course of a project, Project teams have to be flexible and adaptable. Sometimes circumstances require unanticipated responses to keep the project on track.

## Need for continuity

When one has regard to the partnership over time it is evident that there is a measure of continuity in both the Partnership Management Committee and the Project Teams. This continuity is considered very important – it prevents the role players from having to start afresh each time. This reduces delays in progress as well as ensures the partnership is able to continue its work at a progressively higher level.

Furthermore the continuity ensures the continued relevance of previous work to the current projects.

## Communication and dissemination

To ensure a coordinated approach to the sharing of information, a communication plan is developed at the beginning of each project to raise internal and external awareness of the partnership and the spin offs.

This is done due to the importance of spreading the lessons learnt from the work done amongst a wider audience than those directly involved with the project, both internal and external to the municipalities.

The Objectives of the Communication Plans developed are:

- To raise internal and external awareness of the partnership and the spin offs.
  - To provide an opportunity for community organisations and individuals to develop their own contacts in the partnership cities.
- To ensure timely, consistent and high quality communication to stakeholders throughout the implementation of the partnership program.
  - To ensure detailed and relevant information about the partnership to stakeholders.
  - To ensure that stakeholders are informed of activities in a timely manner throughout the implementation of the program.
  - To, in all communication, recognise the diversity of stakeholders and work towards equally reaching these stakeholders regardless of ethnicity, gender or income.

Many of the projects have led to the production of reports and booklets for use by others.

*Annexure D contains a list of publications that have been developed as a result of the partnership.*

**Below:** *The Alvrummet in Gothenburg and Athenaeum in Nelson Mandela Bay were venues for sharing the partnership with communities and others.*







*The Gotheborg III in Gothenburg harbour.*



*Bird's eye view of Cape Recife.*

## 6. Additional results from the partnership

Apart from the projects value to the cities over the 20 years of partnership, there have been a number “spin offs” that have further cemented the relationship between the cities and promoted the partnership. This is in addition to the important creation of long standing personal and professional contacts between municipal officials, politicians, individuals and businesses in both countries. Some of the more significant results are detailed below.

### Visit of the Gotheborg ship

On 2 October 2005, the East Indiaman “Gotheborg III” left the port of Gothenburg, Sweden for a two-year journey to China and back following the 18th Century trade routes. This ship is a near identical copy of the original vessels operated by the Swedish East India Company formed in 1731 and was built using many of the same construction materials and methods from that period.

Nelson Mandela Bay Municipality was originally not included as a stop- over on the route to Shanghai but due to the Partnership between the City of Gothenburg and Nelson Mandela Bay Municipality, the then Mayor of Gothenburg, Mr Gorran Johansson arranged for the ship to stop over in Nelson Mandela Bay Municipality on a friendship visit between 9 and 25 March 2006.

Next to where the ship was berthed in Port Elizabeth harbour, the municipality set up a tented medieval village with arts and craft and food stalls. A media centre and Ice Bar and the launch by Volvo of their new trucks also took place during the visit of the ship. Volvo, Eriksson, Swedish Match and SKF hosted various events on the ship for invited guests.

Significant numbers of international and national guests visited the ship and related events over the three-week period. This included more than 7 000 school children. In excess of 20 000 people visited the ship.

The ship's arrival was attended by dignitaries from Sweden, South Africa and a delegation from Shanghai. The Shanghai visitors were present to experience how Nelson Mandela Bay Municipality welcomed the ship so that they could ensure a successful ship visit to Shanghai.

Nelson Mandela Bay Municipality Tourism hosted the crew of the ship on visits to Addo Elephant Park as well as to other game lodges in the area. They also visited Jeffrey's Bay Municipality, which is a world famous surf spot.

The ships visit coincided with the internationally attended South African Ironman Competition and the firing of the starting gun for the swim leg of the race took place on the ship on Sunday, 19 March 2006.

Nelson Mandela Bay Municipality commissioned a set of commemorative plates, which the city sent to the Mayors of all the ports cities that the boat visited between Freemantle and Shanghai. The plates were made by the Nelson Mandela University Art School.

These events profiled the partnership and the important relationship between the two cities. They helped to showcase Gothenburg and Nelson Mandela Bay Municipality to a local, national and international audience. In addition the event of the visit of the Ship led to many economic spin offs for Nelson Mandela Bay Municipality.

### Eastern Cape From Above Exhibition

A collaboration between Nelson Mandela Bay Municipality and Nelson Mandela Bay Municipality Tourism led to the Eastern Cape from Above Exhibition, which was hosted by the City of Gothenburg during the Gothenburg Cultural Festival in August 2009. The exhibition was 'housed' in front of the Gothenburg Opera House.

The Exhibition showcased the Eastern Cape through aerial photos of various attractions in the Eastern Cape. It presented an opportunity to share information about the Eastern Cape and to promote the Nelson Mandela Bay Municipality (Gothenburg's Sister City) as one of the 2010 FIFA World Cup Host Cities.



## Open hearts /open homes – artists' visits

After the ending of the Frolunda / Gelvandale culture project in 2008, friendship and cooperation between individuals that had worked together in the projects continued.

This friendship and cooperation involved the hosting of visitors in people's homes and a continued exchange of culturally related information and experiences.

Highlights include an "Africa" event at the Book and Library Fair in Gothenburg in 2010. Frölunda Culture House arranged "storytelling trams" between Frölunda and Angered. A poet and librarian from South Africa were involved whilst a lecture on South African wines was also given to the tram passengers by a Gothenburg resident.

A visit by musicians from Nelson Mandela Bay Municipality to Gothenburg took place in 2014 and 2015. Together with musicians from Gothenburg, they gave concerts in the park outside Frolunda Culture House, at homes for elderly people and at the Gothenburg Kulturkalas.

In addition, during this period other Nelson Mandela Bay artists and crafters visited Gothenburg and held exhibitions.

*Below: Musicians from Nelson Mandela Bay performing in Gothenburg.*

## World Culture Museum and Red Location Museum collaboration

A programme for the partnering of the Red Location Museum in Nelson Mandela Bay Municipality and Museum of World Culture in Gothenburg took place in 2005 through an agreement between the two Museums for a three-year period.

The agreement focused on capacity building support towards Red Location Museum and was funded by the South Africa-Sweden Culture Partner Fund.

Although this project did not form part of the formal Nelson Mandela Bay Municipality /Gothenburg partnership it was resolved that the Partnership Management Committee should have oversight of the project.

Support between the two museums was related to programme and content development, exhibitions, marketing, public programmes and heritage.

Collaborative projects between Red Location Museum and the Museum of World Culture, in terms of Exhibitions, have been as follows:

- NoName Fever Exhibition – December 2007 at Red Location Museum (HIV/Aids)
- Underground Exhibition – January 2008 at Museum of World Culture in Gothenburg covering political activism in the apartheid era.
- Partnership Exhibition – April 2008 at the World Culture Museum in Gothenburg.





**Below:** Red Location Museum – Nelson Mandela Bay and Museum of World Culture – Gothenburg.



**Above:** NO NAME FEVER exhibition hosted in both Cities.



## Mixgarden and Youth involvement

In 2014, at a Partnership Management Committee meeting, the idea of a possible engagement between the youth of Nelson Mandela Bay Municipality and Gothenburg was explored. This led to the Nelson Mandela Bay Municipality Partnership Management Committee visiting the Angered District, a suburb of Gothenburg, during their May 2015 visit. They gained first-hand experience of youth centres and their programmes. As a direct result of this, the Mixgården Youth Centre decided to contribute funding to an appropriate youth program in Nelson Mandela Bay Municipality.

The funding comes from a programme called "Fixarna" in terms of which young people in Gothenburg conduct voluntary work during the summer and the funding raised through the work is allocated to a good cause. The Mixgården youth decided that the funding should go to the Helenvale Youth Dialogue in Nelson Mandela Bay Municipality.

In November 2015, two youth representatives from Mixgården accompanied the Gothenburg Partnership Management Committee to Nelson Mandela Bay Municipality as part of a project visit for the projects undertaken at the time. The Youth interacted with the Helenvale Youth Dialogue group and other youth groups in the City. During the normal Nelson Mandela Bay Municipality dissemination session for the then projects, a ceremonial handover of a cheque by the Mixgården representatives to the Helenvale Youth Dialogue representatives took place. An amount of SEK 18,590 (R 29 194.31) was donated. The funding was used for leadership programmes in Helenvale.

At the conclusion of the visit, the two youth groups expressed the desire to work together on youth-related matters. This paved the way for the inclusion of a Youth Component in the Accessibility for The Creation of Just Cities Project being undertaken from 2017- 2020 after discussions with ICLD.

**Right:** Helenvale Youth meeting the Swedish Project team, 2015.



**Left:** Mixgarden Representatives handover of cheque to Councilor Captain at Gothenburg City Council meeting, 2015.

## Visitors' presentations in each city

Since 2013, the two cities have included dissemination events in their programmes during project visits. The team members participating in the projects are professionals engaged in interesting work in their cities that is not necessarily directly project related. It was felt that advantage should be taken of having visiting professionals in each city by exposing citizens and other groups to interesting presentations and information from the visiting group.

Public events have been held in both Gothenburg and Nelson Mandela Bay Municipality with

presentations ranging from climate change, conservation approaches to a model for capturing land value and planning. The events have included a "Soup Lunch" in Gothenburg and a knowledge sharing evening in Nelson Mandela Bay Municipality. The presentations have not only been of general interest but have also highlighted the partnership and attendees have been given an opportunity to interact and network with the visitors and project teams.

In addition, presentations have been made by the Project Leaders to the Councils and Mayoral Committees of the cities.

*Below: Dissemination event at Alvrummet in Gothenburg in 2014 .*



*Left: Partnership Management Committee meeting attended by the South African Ambassador to Sweden in Gothenburg, 2014.*





## 7. Meeting the ICLD core areas

The partnership cooperation is implemented in a way that responds positively and proactively to the core areas identified by ICLD. These relate to equity/inclusion, participation, transparency and accountability.

Within this context, the City of Gothenburg and Nelson Mandela Bay Municipality have conducted their activities with the firm view that the partnership is mutually-beneficial and that there is reciprocal empowerment of both organisations through the projects. The core areas influence the management, selection of projects as well as the implementation strategies.

### Equity/Inclusion

An examination of projects over the history of the partnership shows that the subject matters have concerned inclusion and equity. The projects have direct developmental goals for the benefit of the cities and integration is often a key feature. Projects such as Sustainable Communities Planning, Policy Implementation Gap and Access for the Creation of Just Cities, have enabled the cities to gain a deeper understanding of the nature and extent of exclusion.

The projects and team members have benefited from the diverse nature and backgrounds of the key participants (age; gender; education; focus; skills; and ethnicity). Alternative perspectives have added much value to the work done, by adding richness to traditional interpretations of technical processes and solutions. Diverse groups and team work have been valuable in determining new perspectives and questioning traditional approaches.

Much has been learnt from the multi sectoral team approach recently adopted by the cities since 2012; particularly from interacting with other disciplines within and between the two cities.

The two city partners have learnt from each other, because of the different contexts of each city. This has allowed self-examination and a different perspective on how the work could be done. Great value has been gained in both cities by having external foreign references, and also from evaluating similarities and differences.

Both men and women have participated and been exposed to the partnership. Consciousness regarding gender issues is important and the relevance of identifying gender representation in all processes has been recognised.

Apart from gender consciousness in the plans and processes, the need is recognised to consider not only gender, but also economic status, culture, age and other aspects, so that no single group would be prioritised above others.

Equity is an important consideration, in order that everyone may have equal representation in the conceptualization, formulation and implementation of plans and processes.

### Participation

The project teams and management are composed to ensure diversity. The projects are designed and implemented in both cities to include a balance of politicians and officials, men and women, racial and cultural groups, age groups and input from diverse community stakeholders.

In both the Cities, visits are deliberately structured to enable the teams and Partnership Management Committee to travel together as well as to include working sessions among the team members interspersed with excursions and visits to communities and sites to engage with local people in their community contexts using community facilities for meetings and events.

Apart from reporting on the work done, as the work progresses, the work done in respect of the various projects is being mainstreamed into the work of the municipalities and is being practiced as knowledge and better practices are discovered.

The friendship and respect that the teams in the cities have, also contributes towards the value of the participation. Relationships are important to create conditions for participation and this project exemplifies the long standing culture of respect and friendship between the two cities.

In recent projects Communication Plans are developed to establish a communication process



that takes into account the needs of all stakeholders in relation to the work undertaken in the partnership as well as to develop strategies for disseminating results.

## Transparency

The partnership follows a practice of ongoing information-sharing. To ensure a coordinated approach to the sharing of information, the communication plan has been developed to raise internal and external awareness of the partnership and the spin offs.

To further obtain transparency the project proposals incorporate a dissemination element in the project proposal. This is done due to the importance of spreading the lessons learnt from the work done amongst a wider audience than those directly involved with the project.

Equally, the Projects include workshops and seminars to disseminate information. In addition, projects and the partnership have been shared at National and international levels and in some instances separate dissemination exercises are conducted.

Transparency is strengthened by participatory working methods and meetings designed to share questions and issues from the project and to listen to and include different perspectives.

## Possibility to demand accountability

The teams include people that occupy strategic positions in the two Cities. Politicians across party lines are included. The teams include senior politicians from both cities at the level of Lord Mayor (Gothenburg) Deputy Mayors (NMBM and Gothenburg) and Opposition Parties.

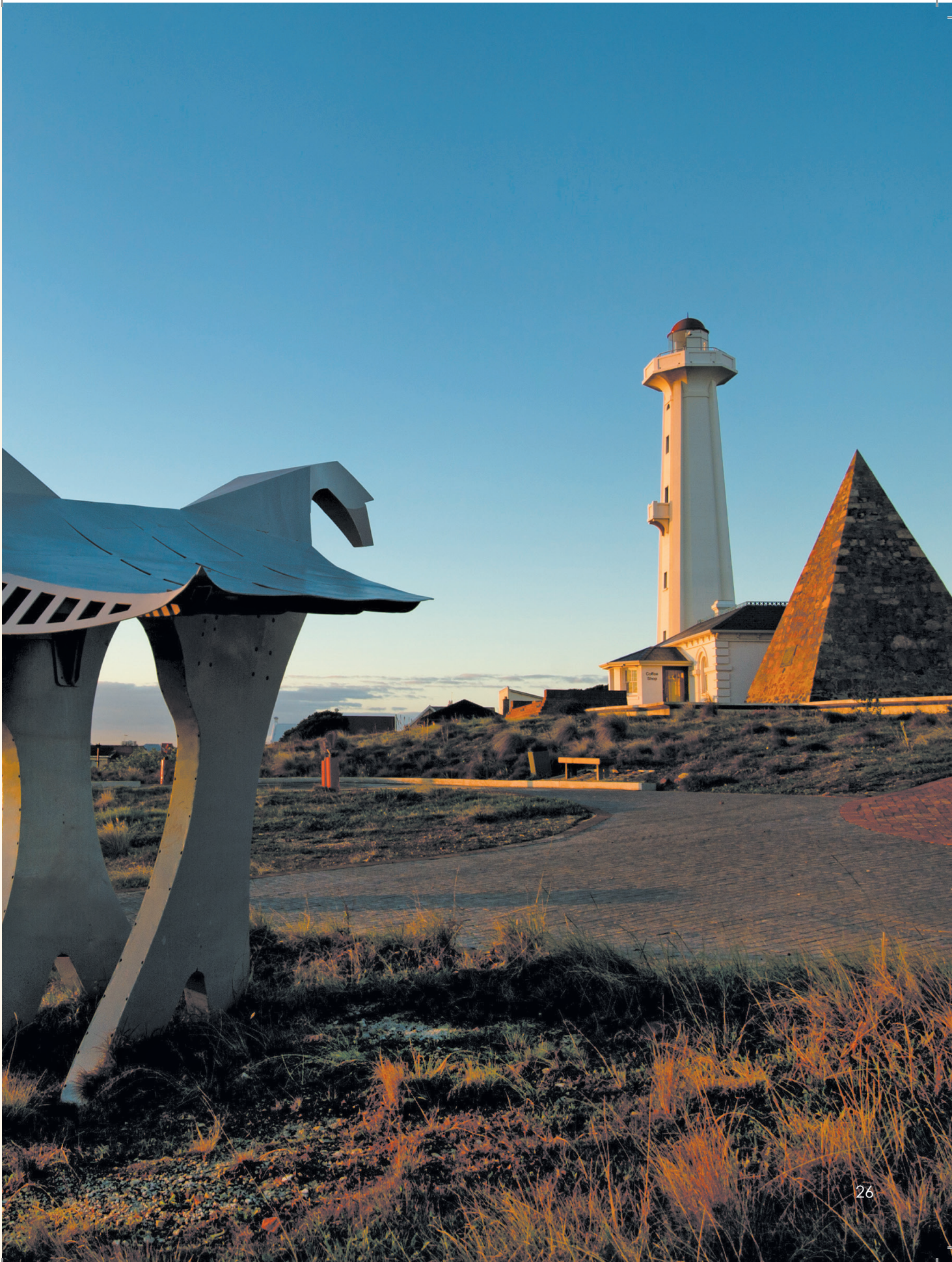
It has ensured that work is not done in isolation of the political environment and the programme of work brings officials, communities and politicians together in the project processes.

In respect of impact, the composition of the City teams and the thoroughness of the processes of communication and dissemination should ensure that all parties contribute and participate according to the intentions of the projects.

Embassies and others are invited to the report back sessions ensuring that the Project and partnership are well known nationally and at a senior level.

Of particular significance is that the politicians in the Partnership Management Committee are involved in the working programmes of the project work. The politicians do not merely play an oversight role in the project – they participate in site visits, workshops, production of results/input as well as report back sessions.









*"A great foundation for continued co-operation and friendship has been laid in the past 20 years between the cities. The commitment and work that has been done will continue to serve both cities for the next phase of the co-operation and friendship"*

*- Nwabisa Nkume -* NMBM Partnership Co-ordinator.



## 8. The future

The cities are committed to ensuring that the momentum of the partnership continues and that the work done continues to evolve and produce even better quality results for both cities.

It is the intention to build upon work done in prior projects in future projects. A preliminary concept for the next project involves testing the practical recommendations for a more just and equitable

city – through the elements of access in particular poorer suburban areas of the cities. In this way recommendations can be implemented and results will be visible.

In addition the Partnership Management Committees will continue to explore avenues of broadening and deepening the relationship between the two cities beyond the funded projects.





# ANNEXURE A

## OVERVIEW OF THE PROJECTS UNDERTAKEN BETWEEN GOTHENBURG AND NELSON MANDELA BAY MUNICIPALITY IN THE VARIOUS SECTORS BETWEEN 1999 AND 2011

The following list includes a description of the Sectors and projects conducted per sector since the inception of the partnership.

### 1. ARTS AND CULTURE SECTOR: 2000- 2008

When the partnership was established in 1999, it was important for both cities to become acquainted with and learn to understand each other's history, cultures and customs. After all, the cities are located 10 000 km apart, in different hemispheres and are, on the face of it, very different. The Arts and Culture Sector of the Partnership was instrumental in achieving this understanding and formed an important part of the suite of partnership projects between 2000 and 2008.

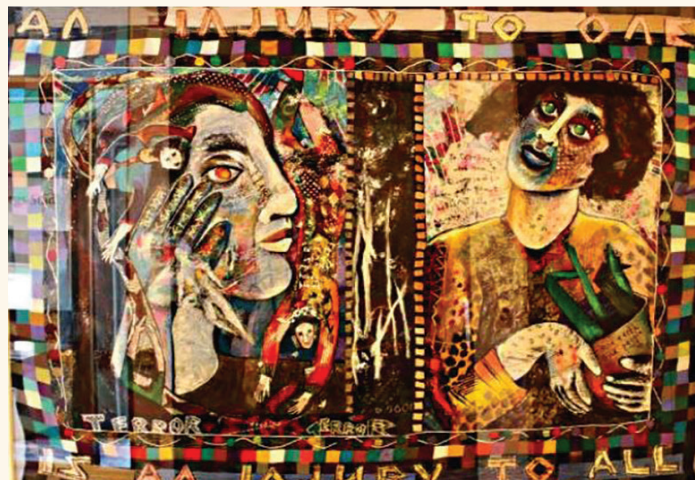
These projects saw children painting, drawing and embroidering; artists gaining international exposure, communities learning new skills; young people writing poetry and reading works of fiction from each other's country and librarians exchanging visits to share knowledge and inspiration. The concrete results of the arts and culture projects are many and successful.

#### 1.1 Art exhibition

In 2000, the "City to City Face to Face" fine arts and craft exhibition by local artists exposed Swedish and South African art lovers to South African art. Exhibitions were held in both the Nelson Mandela Bay Municipality and Gothenburg.

Local artist Annette Du Plessis, judged to have the best artwork at the exhibition, was rewarded with a month-long internship as Artist in Residence at "The Epidemic of Art" in Gothenburg, which is a centre for extensive cultural and artistic activities. This inspired her to establish the "Siyaya Centre for Young Artists", focusing on abused, disabled and HIV positive youth, in the disadvantaged local township of New Brighton. Swedish artists have taught at the Centre and elsewhere in the city and exhibitions of children's art have been held at the

South End Museum, the Red Location Museum and elsewhere in Nelson Mandela Bay Municipality.



#### 1.2 Poetry

In 2001, an anthology of 26 poems was produced, using poems generated from a competition held simultaneously in both cities. The anthology, called "Weaving the Fabric", captured the mood and spirit of the two cities and reflected the ties being established through the partnership.

The two poets that wrote the winning poems, Mxolisi Nyezwa and Elisabeth Hallgren, were rewarded with a visit to the partner city. The anthology was launched at a well-attended function at the City Hall in the Nelson Mandela Bay Municipality in November 2001.



### 1.3 Museums

The South End Museum in the Nelson Mandela Bay Municipality was established as a tribute to the former South End community that had been traumatised by forced removals under the apartheid government. Similarly, the Red Location Apartheid Museum in New Brighton is a grim reminder of enforced racial segregation.

The Museum project began in October 2000, when the Nelson Mandela Bay Municipality hosted a workshop on legislation and the challenges facing the museums. Through contacts made further learning took place in Cape Town at a workshop on the collection of oral history, a developing and much-needed skill in building a community museum.

Delegates from the South End visited Gothenburg in 2001 to study educational programmes, exhibitions, research methodology, conservation, marketing and co-operative programmes in terms of the Swedish African Museum Project. They shared their insights on their return as part of the capacity building process. Gothenburg, on the other hand, was exposed to an emerging and different perspective on the role of museums and the importance of oral history in the South African context.

In April 2002, the Director of the Centre for Popular Memory at Cape Town University trained two representatives from Gothenburg and a number of Nelson Mandela Bay Municipality museum workers and librarians in the art of conducting interviews to collect oral history. The Gothenburg Museum donated ten tape recorders to the two community museums for recording oral history interviews.

***“Due to the cooperation we had opportunities to supply the inhabitants in Gothenburg with new and deeper knowledge about South Africa.”***

***- Linnea Ahlander -***

*Gothenburg Project Leader for the Gelvandale/Frolunda Community Cultural Development Project.*





## 2. LIBRARIES

In 2001, the Libraries project undertaken in terms of the Partnership initially focused on exchange of knowledge through working visits by librarians. The emphasis was on making library services accessible, particularly to people with disabilities, foreign language-speakers, and people living in outlying areas. Gothenburg also shared information on its internet-based computer system.

In 2002, an exchange of English language books between libraries in each city took place. The books covered aspects of the two cities, their culture, customs, history and geography. The Gothenburg books were brought to Nelson Mandela Bay Municipality by senior library staff delegated to study library services rendered to, inter alia, children at non-traditional service points in the Nelson Mandela Bay Municipality. In turn, the Swedish visitors presented talks and slide shows on the library services provided in Gothenburg. The visit was reciprocated by Nelson Mandela Bay Municipality librarians, who visited Gothenburg in 2002.

To enhance the relevance of library services in communities, the scope Libraries project was broadened in 2002 to include, inter alia, a creative communication and writing sub-project called "Memories of the past; vision for the future". It

highlighted the effect of forced removals in terms of the infamous Group Areas Act, introduced by the Apartheid government, on the lives of many South Africans. The project aimed to achieve this in a constructive way by simultaneously developing children's skills in communication and drawing.

With community members contributing private photographs, displays depicting the history of the Northern Areas and the New Brighton/KwaZakhele/Red Location townships were mounted at the Korsten and New Brighton libraries. A model of a shack dwelling was erected in the New Brighton Library hall.

Children from local schools attended sessions at local libraries where older community members shared stories and reminisces of the past. This promoted the concept of oral history, and the children in turn depicted their impressions in drawings.

Following its initial success in the 2003 to 2005 period, the Libraries sector introduced under the Gelvandale Frolunda collaboration a reading project and an art project. Coupled to both of these was a skills development component relating to library staff and members of the community, especially children and teenagers. This strengthened the arts and cultural ties between the two cities, encouraging a healthy exchange of knowledge and artistic skills through capacity building programmes.



*Inside the main Library – Nelson Mandela Bay.*



*Swedish and South African librarians meet in Gothenburg.*

## 2.1 Art workshops

A number of exciting arts projects saw art training presented for library staff and art workshops hosted for learners throughout the Nelson Mandela Bay Municipal area, raising the profile of public libraries in the communities. Workshops focused on drawing, painting, collage, textile art, silk-screening, embroidery, face painting, paper-mache and wire mesh sculpting.

Apart from reciprocal visits, members of the art community in Gothenburg and staff from the Frolunda Culture House in Gothenburg visited the Nelson Mandela Bay Municipality and reviewed the art workshops for library staff and members of the community.

Exhibitions of the artworks produced in workshops were held in the Zwide and New Brighton libraries. The exhibitions were well supported by the local communities, artists and the media.

Altogether, the Arts projects with Gothenburg saw 190 workshops, reaching more than 3000 participants in Nelson Mandela bay Municipality. Ten professional local artists participated as art facilitators, while volunteers assisted with other workshop needs.

Children participating in the projects have won awards in national, local and provincial art competitions and the legacy continues through art programmes that are now presented during school holidays within Libraries.

## 2.2 Reading

A reading project was run as a collaborative venture between schools and libraries in both cities, with approximately 100 teenagers reading books by authors from both countries. Readers learnt more about each other's country and culture, practised their English and made contact with each other. A number of the students have since remained in contact.

Experience of the reading project has been captured in a book titled "Books build bridges", which was published in March 2006.

A paper by a Nelson Mandela Bay Municipality Libraries Manager, Karlien De Klerk, on the reading project was presented at the annual 2005 Conference of the Library and Information Association of South Africa (LIASA). This led to further invitations to give presentations on the project in 2006.





### 3. GELVANDALE FROLUNDA PROJECT

From 2006-2008, the Arts Project linked the Gelvandale Community Library in Nelson Mandela Bay Municipality to the Frolunda Culture House in Gothenburg. In Frolunda, new cultural programmes were introduced and the Centre became a source of information on the Partnership as well as culture and tourism in South Africa. In Gelvandale, the focus was on the development of poverty alleviation art skills, a puppet theatre group and multi-cultural programmes.

Key to the Gelvandale/Frolunda collaboration was the concept of "Learning, Using, Earning", in terms of which community members in both cities were encouraged to learn and use skills related to culture (arts and crafts), for the purpose of poverty alleviation and to create environmental awareness. Craft development in both cities saw unemployed women being equipped with skills to generate an income from their creations. Some of the items created, were exhibited and sold during 'open day's held at the Frolunda Culture House.

Inspired by the Gelvandale/Frolunda community cultural development project, a handbook was developed: "HOW TO DO IT". The handbook focused on creative arts such as fabric painting, puppetry, wire sculpture and beadwork for beginners and was well illustrated with step-by-step instructions.

### 4. TOURISM SECTOR 2000- 2003

From 2000 to 2003, a project on Marketing and Tourism development was rolled out. The collaboration with Gothenburg exposed Nelson Mandela Bay Municipality as a tourism destination and made tourists' lives easier through the introduction of visitors' cards and a reservation system that already existed in Gothenburg.

The experience gained by Nelson Mandela Bay Municipality in working in this sector with Gothenburg placed the city in a good position to provide valuable input to the National Department of Tourism in the latter's sponsorship of five cities (including Nelson Mandela Bay Municipality) for the development of a visitors' reservation and pass system for the 2010 Soccer World Cup.

#### 4.1 Metro Card, Package and Centralised Booking System

In 2000, following a visit to Gothenburg by NMBM officials, a project was initiated that involved the implementation of a centralised reservation system and a tourist card and package for the Metro, based on the Gothenburg models.

Nelson Mandela Bay Tourism, after engaging with Gothenburg counterparts, gained valuable insight into technological advancements in the tourism industry. Nelson Mandela Bay Tourism then went on to implement the Citybreak online reservation system on the Nelson Mandela Bay Tourism platform and received training on the use of the system.



*- Vernon Sauls -*

*Project Participant: Gelvandale/ Frolunda Community Cultural Development Project.*

*"Working in the project empowered me to face the social ills of the community and do something about it."*

This training and experience later on meant that Nelson Mandela Bay could assist in the development of a national visitor information and management system called VICENSYS. VICENSYS was developed by the National Department of Tourism for a few of the FIFA World Cup 2010 host cities and the developers appointed relied on the input of the Nelson Mandela Bay Tourism officials in the development of the national system. With the availability of additional funding for the World Cup, the city pass was developed, something for which there were no previous funds available. The Pass system was launched just prior to the 2010 FIFA World Cup and to date still operates and assists the city in packaging and promoting the cities attractions on an equal footing. The Pass acts as a marketing tool and currently pays for itself through revenue generated out of Pass sales. This is currently one of the income streams of the Nelson Mandela Bay Tourism industry association which it relies on to fund its operations and initiatives.

#### **4.2 Promotional activities targeting travel agents:**

This project was undertaken against the background that major travel operators in Gothenburg had little awareness of the Eastern Cape and Nelson Mandela Bay Municipality. To lift the profile and increase the awareness of the Nelson Mandela Bay Municipality, the City was profiled at the annual Gothenburg Tourism Fair. Existing tourism events in both cities, such as regular festivals, were used as opportunities to promote the Partnership and to draw on each other's experience to enhance the quality of such events.

In 2001, a delegation from Tourism PE attended the Annual Swedish International Travel and Tourism Trade Fair ("TUR 2001"), which was attended by 2000 delegates from 100 countries.

A feature of the show - the Appointments Forum - allowed exhibitors to meet operators active in specific business areas in certain parts of the world. The Nelson Mandela Bay Municipality delegation targeted 11 operators doing business in South Africa, and briefed them on opportunities.

Since then, Nelson Mandela Bay Municipality Tourism attended numerous annual TUR events and

enjoyed from the Swedish tourism travel agent "Fritidsresor" is a direct spin-off of the Partnership's work in the Tourism Sector.

### **5. BUSINESS SECTOR 2000 TO 2005**

With regard to business, the role of the two cities has been to facilitate and assist in creating exposure and deepening the relationship between businesses in the two cities. Whilst the private sector is primarily responsible for the identification, securing and maintenance of private sector business ties, the City of Gothenburg and Nelson Mandela Bay Municipality have undertaken a number of fruitful initiatives that have supported and promoted business between the two cities.

#### **5.1 Trade Mission to Gothenburg**

A trade mission organised by the then Port Elizabeth Regional Chamber of Commerce to Gothenburg took place in June 2002 and focused on exhibiting their products and businesses.

Twelve small and medium-sized businesses were represented and four companies, African Everose, Breathetex Corporation, the CSIR (Fibre Textile and Clothing Technology Programme) and Possum Enterprises, participated in the trade mission, which led to valuable contacts being made and the identification of potential business opportunities.

In conjunction with the trade mission, a trade exhibition organised by Nelson Mandela Bay Municipality and focusing on industrial, business and tourism aspects was presented in Gothenburg with products from small and medium businesses displayed. This took place at the Nordstan Shopping Mall in central Gothenburg and included the Coega Industrial Development Zone.

#### **5.2 Business co-operation matchmaking:**

In 2003 Nelson Mandela Bay Municipality undertook an exploratory visit to Gothenburg to develop a plan for cooperation in the Business sector between Nelson Mandela Bay Municipality and Gothenburg.



In 2004 a business co-operation and matchmaking project was started, focusing on identifying opportunities and business matching in the automotive, fishing, food and textile sectors. Due to rapid changes in the automotive sector it was not pursued. In 2005, 3 persons from the local fishing industry were afforded the opportunity to visit Gothenburg to work with the local fishing industry on boat security and fish processing.

## **6. SPORT SECTOR 2000-2002**

Sport is a language that is easy to understand and it transcends national borders. It is also an important part of everyday life for many people, particularly children and young people in poor areas.

### **6.1 Train the Trainer project**

Because of the universality of sport, in the early days of the partnership from 2000 to 2002 a project was included where six professional football, handball and tennis coaches from Gothenburg trained about 70 coaches in Nelson Mandela Bay Municipality. They in turn trained other coaches and players in the city. At the end of the training period the trained coaches were presented with national competency certificates.

Handball -not being a big sport in South Africa, was promoted by initially building a handball court. The Sibabalwe Handball Project was a Swedish initiative aimed at using handball to create constructive activities in the rural areas and townships in South Africa, involving all ages in democratic process through sport and particularly women. Sibabalwe approached Nelson Mandela Bay Municipality, having learnt of the work that had been done in respect of handball by the Sport Sector of the Partnership. They had recently completed a programme in East London and in August 2002 Nelson Mandela Bay Municipality facilitated a process for Sibabalwe to consult with stakeholders in respect of running a programme. The programme took place over six months in Nelson Mandela Bay Municipality.

### **6.2 Sport Education visits**

In 2001 delegates from Nelson Mandela Bay Municipality participated in a seminar with their Gothenburg counterparts that covered subjects such as sport education programmes, sport at school and tertiary level, sport facilities and sport events. The project was supported by the South African National Sports Council to increase the number of South African delegates.

## **7. ENVIRONMENT AND HEALTH SECTOR 2003 - 2011**

Better environments, more environmentally friendly waste management and cleaner air is the result of the partnership in the environmental sector. Protecting the environment and working for a sustainable society in the long term is one of the long-term objectives behind the partnership.

### **7.1 Waste Management**

From 2003 to 2008 Gothenburg shared its many years of experience in waste management, including the sorting of waste and arranging secure waste disposal areas. Those responsible for waste management in the cities visited each other and together produced an Integrated Waste Management Plan for Nelson Mandela Bay Municipality. In 2005, the plan was adopted by the Nelson Mandela Bay Municipality Council.

The plan provides guidelines to improve waste handling. The cities conducted a benchmarking project to compare and learn from a number of aspects in relation to waste management including customer care, systems, enforcement and procedures. The idea behind benchmarking was to improve the service both in Gothenburg and in Nelson Mandela Bay Municipality.

### **7.2 Environmental Management**

From 2006 to 2011 a number of projects were implemented that progressively deepened the understanding and implementation of positive environmental change – particularly in Nelson Mandela Bay Municipality.

These included the development of systems for overall environmental management and the development of a baseline report on the status quo of the main environmental challenges facing Nelson Mandela Bay Municipality, policy development, information systems and planning for better environmental responses and sustainable solutions.

From 2009 to 2011 the environmental project was deepened and addressed the Implementation of a pilot project that would showcase the functioning of the Environmental Management System in Nelson Mandela Bay Municipality, development of a Green Procurement Policy and the start of the development of a Climate Change and Response Policy.

### 7.3 Air Quality Management

Projects on Air Quality Management were developed from 2006 to 2011. The first projects pursued proper air quality management methodologies to promote a clean and healthy environment for all citizens. This led to an emission database of pollution sources, an improved air pollution monitoring network, data acquisition software for air pollutants and the exchange of knowledge and experience with regard to air pollution mitigation measures and methodologies.

Based on the work that was done with Gothenburg in the initial stages and working with Gothenburg based companies the projects continued and addressed a number of issues. Software used was from Swedish based companies and included the following for both cities:

Updating emission data bases of pollution sources, capturing and mapping dispersion simulations; setting up/improving licensing systems benchmarked from the City of Gothenburg and the County Administrative Board of Västergötland and the use of software to create tools and assess applications for listed activities for licensing purposes. The work done in these projects is cited by the South African National Department of Environmental Affairs and Tourism as a best practice for local government to manage air quality management within their areas of jurisdiction.

### 7.4 Youth Clinics

From 2006 to 2008, a project to prevent new HIV infections and other sexually transmitted infections through the promotion of behaviour change and gender equality among youth in both countries was undertaken.

**The concept of Youth Clinics was devised to:**

- promote equal uptake of youth health services by both genders, especially males

- understand the global perspective on HIV/AIDS in a multicultural manner
- share peer education experience and methodology
- develop methods for incentives for youth behaviour change.

In Nelson Mandela Bay Municipality a Youth Clinic was established at Cuyler Hospital and launched on 6 November 2007.

After the completion of the project it was intended to roll out two more Youth Clinics in Nelson Mandela Bay Municipality. The additional clinics were not implemented after the authority for Clinics was transferred from Local Government to the Provincial Government.

In Gothenburg, the implementation of new ideas and methods was important as South Africa had greater experience in dealing with HIV/Aids infection. This included gender equality, encouraging young men to use condoms, and making Youth Clinics more suitable for all, particularly young men.



*Opening of the new Youth Clinic in Nelson Mandela Bay Municipality, 2008.*

*"The increased knowledge of HIV /AIDS in a global perspective made us highlight this topic at our Youth Clinics. Information was carried out toward youth in different ways."*

*- Ylva Falth -*

Gothenburg Project Leader for the Youth Clinic Project.



## **8. TERTIARY EDUCATION SECTOR 2000- 2008**

After a scoping visit to Gothenburg, the Tertiary Education sector kicked off their interaction through a high-level seminar in Nelson Mandela Bay Municipality in November 2000 focusing on Higher Educational Institutions, Business and the Community. .

The seminar, attended by rectors, academic and administrative staff members of higher educational institutions in both cities determined the future cooperation projects of the sector. These were Entrepreneurship Development, Technoparks/ Incubator development and Student Recruitment/ Counselling -peer help.

Of the identified projects, the Peer Help project went on to become one of the most influential projects that the partnership had produced and during the early stages of the partnership, it was a project where Nelson Mandela Bay Municipality was most able to lead the engagements with Gothenburg learning from the Nelson Mandela Bay Municipality experience.

### **8.1 Entrepreneurship Development**

This project was conducted from 2001 to 2002 and was born of a recognition that higher education institutions could benefit from closer involvement in the development of entrepreneurship.

Gothenburg has a culture of research and development cooperation between higher educational institutions and the business and industrial community. This has promoted the start-up of numerous companies in Gothenburg.

Representatives from Nelson Mandela Bay Municipality higher education institutions visited Gothenburg in 2001 to establish closer links of mutual benefit with educational institutions in that city. The intention was to establish programmes by the tertiary sector to reach out to business, and also to become a resource for SMMEs and in that way assist to develop the economy. Nelson Mandela Bay Municipality has benefited from learning how such relationships are established and maintained. Two reciprocal visits in 2002 permitted academics to gain insight into developments in the partner country and identify areas of future cooperation to be taken forward by the educational institutions. The technopark project described below was one of the results.

To stimulate the start-up of small companies and entrepreneurship, in 2003, PE Technikon started an entrepreneurs' programme (M-Tech Entrepreneurship) using the equivalent programme at the School of Business, Economics and Law in Gothenburg as a model. During the programme the students have the opportunity to develop business ideas that they can then put into practice through their own companies.

### **8.2 Development of Technoparks/Incubators.**

After exploratory work in 2000, this project continued in 2001 and 2002. In the first year of the partnership, the higher educational institutions, in conjunction with Eastern Cape businesses, explored the establishment of a Technopark.

Educational institutions in Gothenburg maintain strong links with industry, resulting in the establishment of Technoparks. It was recognised that the three higher education institutions in Nelson Mandela Bay Municipality could draw on Gothenburg's experience in planning for a Nelson Mandela Bay Municipality Technopark.

A number of Nelson Mandela Bay Municipality companies, especially those in the manufacturing industry, expressed interest in the project. Accordingly, the Sector, in conjunction with a range of business stakeholders started working on the Technopark project. A task team consisting of role-players in Nelson Mandela Bay Municipality drew up a strategic business plan that was submitted to Prof Lars Nordstrom, Vice Rector: External Relations, Gothenburg University, for his evaluation and input.

A Nelson Mandela Bay Municipality delegation including tertiary education representatives visited Gothenburg in early 2002, inter alia to test the relevance of the draft business plans for a Technopark against the insights gained in discussions with Swedish experts and visits to Swedish Technoparks/Science Parks.

The delegation gained valuable first-hand experience in Gothenburg, and submitted a plan of action for finalising the business plan and submitting the final proposal to the Partnership Management Committee by early May 2002.

The first stages of the Nelson Mandela Bay Municipality's first Technopark, focusing on the chemical industry, was subsequently established. The contact with the Gothenburg model had played an important role in progressing to that point.

### 8.3 Student Recruitment (Marketing) And Counselling

This project ran from 2001 to 2002 and aimed to promote the entry of under-represented and previously disadvantaged groups into higher education by creating awareness of their education needs, academic bridging and general support.

This sector recognised that higher educational institutions in Nelson Mandela Bay Municipality would have expertise to share with Gothenburg, in view of the experience gained in the post-apartheid opening up of higher education to all cultures, languages and socio-economic groups. The project focused on marketing higher education to designated communities and support of the students as well as adult learning and the need for cultural integration/interaction.

A Gothenburg delegation visited Nelson Mandela Bay Municipality in early 2002 to identify critical areas of discussion for a seminar on student recruitment and counselling to be held in Gothenburg April 2002. During this visit, aspects of recruiting and supporting students from disadvantaged/under-represented groups as practised by higher educational institutions in Nelson Mandela Bay Municipality were explored.

A Nelson Mandela Bay Municipality delegation subsequently visited Gothenburg University and the Chalmers University of Technology to participate in the seminar. The seminar was attended mostly by student counsellors, student administrators and staff responsible for equity programmes. Resulting from the seminar, Gothenburg student

counsellors expressed a particular interest in the Peer Help Programme in use in Nelson Mandela Bay Municipality.

### 8.4 Peer Help Project in Higher Education Sectors

After Gothenburg officials expressed interest in the Peer help programme used in Nelson Mandela Bay Municipality, a Peer Help Project was started in 2003. Various projects deepening Peer Help ran from 2003 to 2009. Peer helping was identified as one way of supporting the widening access to Higher Education in Sweden.

A Nelson Mandela Metropolitan University group trained student counsellors at Gothenburg University (GU) and Chalmers University of Technology (CTU) in the trainer programme. It is an internationally acclaimed programme by trained and experienced facilitators.

Peer helper trainers were equipped to train and supervise students (Peer Helpers) to play a supportive role in other students' academic, emotional and social integration. The training activities were supplemented by on-going training, consultation and in depth discussions regarding implementation, administration and evaluation. The Project was driven by the Student Counselling Units at the participating institutions.

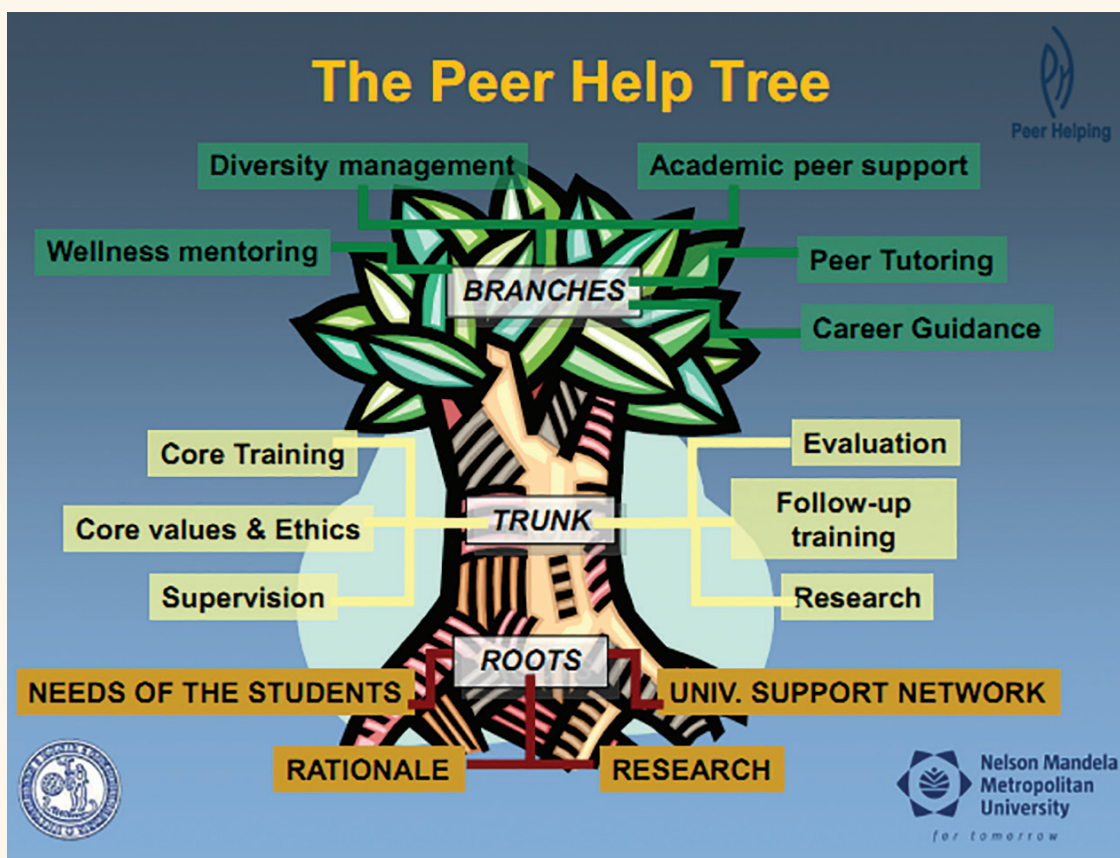
Between October 2002 and September 2005, 53 staff members from Gothenburg University and Chalmers University of Technology underwent core training for peer help trainers as well as advanced training in a variety of focus areas.

***"It added immense value to my own working career; it provided me with an impetus to add value and meaning to an already flourishing Peer Help Programme.***

***All the above could not be done on my own. I was constantly compelled to develop skills to authentically entice my bosses and motivate my colleagues to become equally passionate about Peer Helping. Being part of this made me want to be a better person!"***

***- Marina de Jager -*** NMU Project Leader: Peer Help Project.





From 2006 to 2008, a continuation of the project involved strengthening capacity at Gothenburg University and Nelson Mandela University as well as facilitating Chalmers University of Technology and other institutions to implement and sustain Peer Help Programmes.

Whilst the two tertiary institutions were working together and deepening their understanding of peer help, the project also spread internationally through a number of initiatives.

In September 2005 a one-day Peer Help Conference was held in Gothenburg. Forty-six delegates from Gothenburg and three from the University of Bergen, Norway attended.

In November 2005, representatives from the Nelson Mandela University and Gothenburg University presented the programme at the NUAS (Nordic Association of University Administrators) conference in Odense, Denmark. Delegates from Iceland,

Greenland, Finland and Sweden attended the conference. In addition, at an education conference held in Oslo, Norway at the end of 2005, a paper on the programme created great interest further interest in the Nordic countries.

The Peer Help programme gained further traction in Scotland in 2005. A team from Gothenburg visited the University of Saint Andrews to look at their support Network called SupNet. Insights were shared that ultimately led to the strengthening of programmes and relationships between Saint Andrews University, Gothenburg University and Nelson Mandela University. An advanced training workshop in Canada located the Gothenburg University / Nelson Mandela University peer help teams within the network of certified peer trainers and consultants in Canada and North America. The University partnership is regarded as an example of good practice in international development collaboration within Higher Education on three continents.

The project leaders were able to put into practice

their newly acquired knowledge from Canada in an international setting where representatives from five universities in Estonia and three in Croatia participated in two workshops to set up Peer Help Programmes.

In Sweden, the University of Technology in Luleå launched their own peer help programme in 2008. The programme leaders in Luleå were trained by Gothenburg University trainers.

The professional organisation 'Study Abroad and Foreign Student Advisers (SAFSA)' invited Gothenburg University to present the peer help programme as a specific example of 'good practice' at the 21st Annual conference organised by the European Association for International Education (EAIE) in September 2009.

After formal partnership project ceased, and without funding from ICLD, University representatives in both Gothenburg and Nelson Mandela Bay Municipality have continued to collaborate and influence the field. Trinity College in Dublin was inspired to host the first international peer helping/peer support symposium in 2008. The second symposium was held at Oxford University and the third was hosted by the University of Gothenburg in 2010.

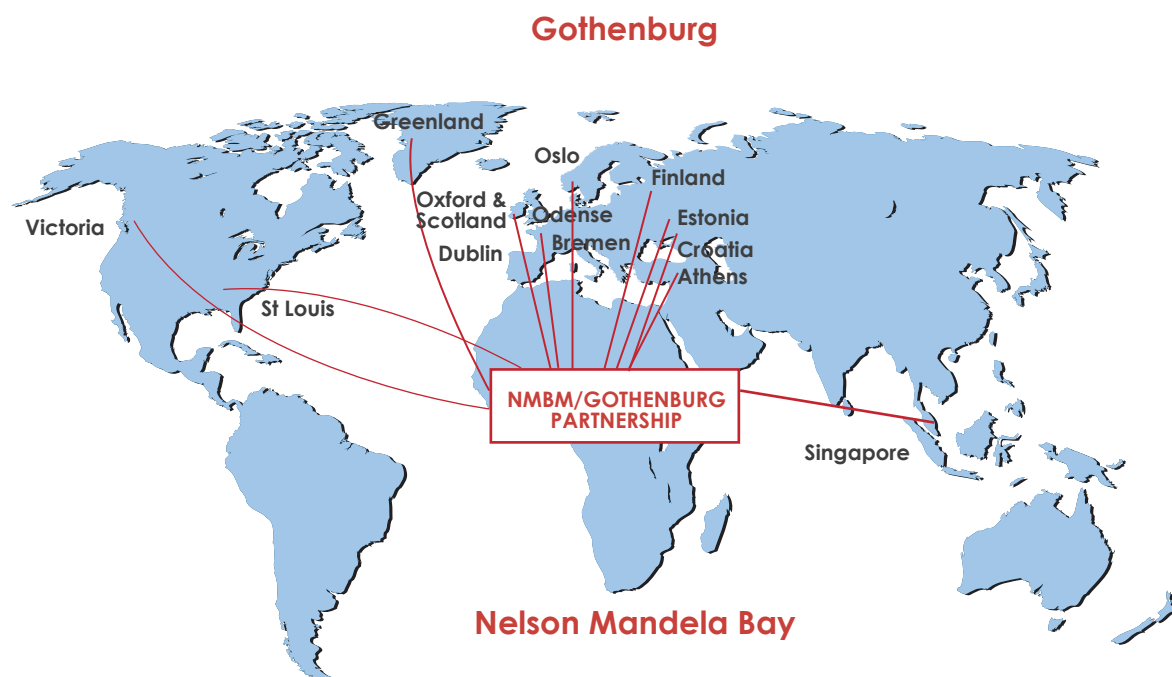
The University of Gothenburg symposium involved delegates from Sweden, South Africa, England, Scotland, Ireland, and Estonia.

In 2011, Gothenburg connected with Asia and particularly Singapore. This connection involving a comparative study that was presented at the 4th international peer helping / peer support symposium in Athens in 2011- also attended by Nelson Mandela University representatives.

Nelson Mandela University has also presented at a Peer helping symposium during 2012 in Bremen.

In 2013, there was a NAESA (Association of International Educators) symposium in St. Louis, Missouri where the Nelson Mandela University and Gothenburg University trainers facilitated a workshop on peer helping with special focus on inter cultural communication and diversity as a student support strategy for international students. The relationship between the Nelson Mandela University and Gothenburg University continues in various fields without further support from ICLD, such as through the Global University initiative.

## Peer-help project spreads Internationally





*“The peer help project was an “eye / I -opener” in a way because of the values and philosophy that the partnership relationship and the peer help project uphold. The partnership’s main values embrace mutual benefit and mutual respect as well as equality.”*

*- Catherine Gillo Nilsson -* Gothenburg Project Leader: Peer Help Project.

## **9. MUNICIPAL AND URBAN DEVELOPMENT SECTOR 2000 TO 2013**

Nelson Mandela Bay Municipality and Gothenburg have many similarities with regard to the planning and development. Both cities have large harbours, road traffic is intensive and a main road separates the town from the water. Gothenburg is changing and is being rebuilt and growing whilst Nelson Mandela Bay Municipality is also undergoing urban transformation and having to deal with development pressures. Both cities are endeavouring to create a complete urban environment to ensure long-term sustainable city areas.

Built environment professionals from both cities have visited each other on a number of occasions and many projects have been pursued between the two cities over the 20 year partnership period. These projects have increased in complexity and depth over time yielding results that impact on not only the manner in which development takes place but also the governance and institutional frameworks for integration, sustainability and justice- all of which are challenges equally and increasingly important to both cities.

As we move further in to the 21st Century the cities have discovered that more and more the challenges we are experiencing are new to both and solutions are being explored together. The projects have developed to deal with aspects such as policy implementation, governance models, integration and justice.

### **9.1 Comprehensive Urban Planning**

This project took place between 2000 and 2002. Both cities have prepared Comprehensive Urban Plans, which need to be reviewed on an ongoing basis. In the instance of then Port Elizabeth, the establishment of the larger Nelson Mandela Bay

Municipality in 2000 incorporating seven other municipal administrations required that a new Comprehensive Urban Plan, now termed a Spatial Development Framework be prepared. The project also looked at the two sub components of Central City Planning and Local Agenda 21.

### **9.2 Central City Planning**

For decades, Gothenburg had planned and developed the former ship yards that occupied a 2.5 km area along the northern banks of the river that runs through the city. The shipyards and industrial facilities are being transformed into a central part of the city, with the construction of housing, workplaces and education institutions. This transformation is led by a development company- Norra Alvstranden Utveckling. The Mandela Bay Municipality Development Agency (MBDA), a similar development company, was charged with the task of developing central Port Elizabeth. Gothenburg's experience of working with Urban Development through a special development company gave valuable lessons to benefit to Nelson Mandela Bay Municipality.

The linking of the central city areas of both Cities to their respective waterfronts remains a point of common planning interest. Even though the scale of the two projects differs much technical experience and knowledge was transferred.

From 2006 to 2008 the central city planning work deepened through knowledge and information sharing on strategic issues including mechanisms for private sector mobilisation for inner city development, unlocking the potential for housing development in the inner areas with particular reference to the so-called “affordable market segment” and the management and evaluation of existing infrastructure such as freeways and railway lines in terms of the impact on inner city planning and development.

Over the twenty years of their partnership, the cities have been able to track the development of the areas from planned areas to properly developed areas and to learn the valuable lessons from the actual development experience. The transformation of Norra Alvstranden has yielded many valuable planning and development lessons at all scales.

### 9.3 Local Agenda 21

In 1992 Agenda 21 was introduced as an action plan for sustainable development by the United Nations Conference on Environment and Development. It devolved to local government level as Local Agenda 21 which entailed a commitment to establish, with an emphasis on community participation, a multi-pronged approach to planning and action through economic, social and environmental spheres. The partnership project took place from 2000 to 2002. Both cities at that stage were aware of the need to promote Local Agenda 21 thinking and programmes, and Gothenburg was more advanced in this respect than Nelson Mandela Bay Municipality.

Work on the project in Nelson Mandela Bay Municipality started with Local Agenda 21 workshops held at Vista University under the auspices of the University of Cape Town to create greater awareness of Local Agenda 21 issues, also in the mind of the broad community.

The project was a forerunner for Nelson Mandela Bay Municipality's strong environmental policies, which now include a commitment to improve the Municipality's environmental performance, making sustainable development an integral part of Municipal policies and publicly promoting the sustainable development agenda.

### 9.4 Transportation planning

From 2000 to 2003, this project aimed to address the need for developing a public transport system in Nelson Mandela Bay Municipality. Transportation planners had found it valuable to learn from Gothenburg's experience regarding the institutional infrastructure required to support a public transport system.

In 2001, a Swedish specialist in transportation planning spent an extended period with officials in Nelson Mandela Bay Municipality and as a result of his work, a delegation including political decision-makers and professionals visited the Transport Authority in Gothenburg to gain a first-hand impression of what could be achieved by a transport authority.

The visit led to business plans and proposals being generated in consultation with Gothenburg, which were submitted to Sida for funding assistance. Swedish consultants were consequently appointed and spent time in the city working with officials to develop plans and systems for Nelson Mandela Bay Municipality's transportation infrastructure. The benefits to Gothenburg included the varied experience gained by the planners from Gothenburg and technological spin-offs for Swedish companies in implementing a public transport plan.

### 9.5 Sustainable Communities Planning

From 2003 to 2006 work was done through a series of projects that broadened and institutionalised the Award winning Sustainable Communities Planning Methodology that was produced with Swedish assistance under the Municipal Urban Development Programme prior to the partnership.

***“The single most important benefit from the partnership is that in total some 15 professionals have participated in the twinning process and another handful in the Inner City studies. Without the partnership it would not have been possible to send such a large number of staff to learn in-depth about other planning situations.”***

***- Hans Ander -*** *Project Leader: Inner-city planning. 1999- 2002 and 2003 to 2005.*



This project initially shared the Nelson Mandela Bay Municipality methodology with Gothenburg planners as a method to increase levels of sustainability and integration in urban areas. A suite of three handbooks was developed -the less academic version being "The Sustainable Communities Planning Guide". In the work with Gothenburg planners two aspects of mutual interest were pursued - participatory planning and the testing of implementing the planning guide.

From 2009 to 2015 the project work was broadened to include research and knowledge sharing on achieving the millennium development goals and other developmental objectives, such as those of reducing poverty, by applying Sustainable Community Planning in order to create more sustainable city structures; improving integration, reducing urban sprawl and improving access to public transport; preserving and developing public

open spaces for the benefit of local communities and the cities as a whole; improving public participation and promoting better communication processes in planning.

The Nelson Mandela Bay Municipality Sustainable Communities Planning methodology was showcased at the September 2012 IFHP (International Federation for Housing and Planning) Conference in Gothenburg. In addition, it was presented at the World Urban Fora in Vancouver Canada in 2006 and Nanjing China in 2008. The World Urban Forum was established by the United Nations and is the premier international conference on Urban Issues.

The Municipal and Urban Development sector projects from 2013 – 2019 are covered in the main body of this report.

*Gothenburg bicycles, Summer and Winter.*



# ANNEXURE B

## MEMBERS OF THE PARTNERSHIP MANAGEMENT COMMITTEE FROM 1999 TO 2020

1999 - 2002	
Mr Lennart Olausson	Mr Errol Heynes replaced by Mr Mike Kwenaité
Mr Ulf Kallstrom	Mr Mandla Madwara replaced by Mr Bicks Ndoni replaced by Ms Charmaine Williams
Mr Sture Perfjell	Ms Nancy Sihlwayi
2003 - 2005	
Mr Lennart Olausson	Mr Bicks Ndoni
Mr Ulf Kallstrom	Mr Mike Kwenaité
Mr Sture Perfjell	Ms Nancy Sihlwayi
2006 - 2009	
Mr Lennart Olausson	Ms Charmaine Williams
Mr Hakan Beskow	Mr Boyce Tokota
Mr Ulf Landin	Mr Leon de Villiers
2010 - 2012	
Mr Lennart Olausson	Ms Nancy Sihlwayi
Mr Hakan Beskow	Mr Ncediso Captain
Mr Ulf Landin	Mr Leon De Villiers
	Mr Boyce Tokota
2013 - 2016	
Ms Anneli Hulthen replaced by Ms Ann-Sofie Hermansson in March 2016	Ms Nancy Sihlwayi replaced by Mr Thando Ngcolomba replaced by Mr Bicks Ndoni
Mr Jonas Ransgard replaced by Ms Maria Ryden	Mr Leon de Villiers replaced by Mr Werner Senekal
Mr Ulf Kamne	Mr Ncediso Captain
2017 - 2018	
Mr. Tord Karlsson replaced by Mr Shahbaz Khan	Mr Mongameli Bobani replaced by Ms Georgina Faldtman
Ms Mariya Voyvodova	Mr Werner Senekal
Ms Maria Ryden replaced by Mr Axel Josefsson	Mr Ncediso Captain
2018 - 2020	
Mr Axel Josefsson	Mr Tshonono Buyeye
Ms Griith Fjeldmose	Mr Ncediso Captain
Ms Victoria Trygdaddottir	Mr Athol Trollip



# ANNEXURE C

## ROLES AND RESPONSIBILITIES OF PARTNERSHIP PARTICIPANTS

The following are the generic roles identified partnership participants.

### 1. JOINT PARTNERSHIP MANAGEMENT COMMITTEE

Usually this is comprised of six members - 3 from each city.

This Committee does the following:

- Provides the strategic direction and meets twice annually
- Ensures local political perspective where necessary
- Supports project teams in institutionalising project work
- Oversees the work of the Partnership Coordinators and the various project activities
- Ensures backing and support for the partnership in the municipalities
- Provides guidance and oversight on project plans and activities
- Participates in project activities as may be necessary
- Meets with local project teams before outgoing working visits
- Full Partnership Management Committee meets with the local project leaders in the city where the meeting is held.

### 2. PARTNERSHIP COORDINATOR

A senior official in each city dealing with International relations is the Partnership Coordinator for the programme. The Partnership Coordinator works closely with the Local Section of the Partnership Management Committee, the other city counterpart, as well as the local Project Coordinator to support the implementation of the projects.

The following are the responsibilities of the Partnership Coordinator:

- Partnership arrangements
- Maintaining contact with ICLD and Project Coordinators
- Finalise and report on project proposals and budgets for the Partnership Management Committee
- Develop the communication and dissemination plans for the projects

- Coordinate and support Partnership Management Committee activities
- Ensure support for the partnership in the municipality concerned
- Provide relevant support to the Project Coordinators to ensure that the programme is implemented
- Total budget management in Gothenburg
- Prepare Management Committee reports and close out reports and the dissemination thereof.

### 3. PROJECT COORDINATORS

The Project Coordinators are senior officials in both cities that have the ability to conceive projects, develop proposals, manage project teams and implement project proposals within the direction given by the Partnership Management Committees.

The following roles are important:

Prepare the project concept and project proposals for Municipal partnership.

- Participate in the development and implementation of the Communication/ dissemination plan.
- Support the Partnership Coordinators to ensure that the project submissions conform to ICLD requirements.
- Strategic coordination of projects.
- Ensure regular feedback to Partnership Coordinators with regard the progress.
- Ensure guidance project teams.
- Plan and guide working visit activities.
- Ensure quality and submission of project visit reports.
- Develop annual reports that must accompany the budget reports at the end of the project years.
- Constantly liaise with Partnership Coordinator and Partnership Management Committee to inform them about developments within the project.
- Manage the project teams.

### 4. PROJECT TEAMS

Project teams are selected in each city to assist to develop and implement the projects under guidance and leadership of the Project Coordinators. Ordinarily the team members should be able to contribute to the knowledge and information sharing at a high level and institutionalise the learning. Personal commitment to the partnership and the project aims beyond the normal operational duties of the officials is required.

Typically, project teams have comprised 3-4 individuals per project.

# ANNEXURE D

## LIST OF BOOKLETS PRODUCED DURING THE PARTNERSHIP

- Greening the City – Trees for Port Elizabeth 2000
- International Architectural Competition – Affordable Housing, Motherwell, Duncan Village, Eastern Cape, South Africa
- Poetry Anthology; Weaving the Fabric: 2003
- Children's Art Workshops: Painting with Needle and Thread: 2003
- Peer Help Project: Participants Manual: Perspective on training Peer Helper Trainers in Higher Education: 2005
- Reading Project: Books Build Bridges: 2005/6
- Sustainable Cities: Sustainable Community Planning: 2007
- Gothenburg/NMBM Partnership: Partnership for Mutual Benefit: 2007
- Frolunda/Gelvandale: How to do It, handbook for beginners: 2008
- Inner City Planning and development issues: "Separate, but together" 2009
- Dissemination Report: Inner City: 2009
- Policy and strategy implementation in local government: Toolkit for Local Authorities: 2015

# Editorial Notes

This booklet is produced by the office of the Chief Operating Officer of the Nelson Mandela Bay Municipality. The production is funded through the International Centre for Local Democracy in Sweden.

## For information on Partnership Administration Matters contact:

Nwabisa Nkume  
Manager: International and Inter governmental Relations  
Nelson Mandela Bay Municipality  
Tel: +27 41 506 2431  
Cell: +27 (76) 062 3563  
Email: nnkume@mandelametro.gov.za

## For Information on Partnership Projects contact:

Dawn McCarthy  
Senior Director: Strategic Planning and Coordination  
Nelson Mandela Bay Municipality  
Tel: +27 41 506 2352  
Cell: +27 (82) 827 7744  
Email: dmccarth@mandelametro.gov.za

## Production Team

Authors: Dawn McCarthy  
Hester Botha

Technical Assistance: Jacques Wait





20 YEARS

*Partnership*

1999 - 2019

