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INTEGRATING THE INFORMAL SECTOR

Project: Corinto/El Realejo (Nicaragua) – Cologne (Germany) Reorganising waste management

As part of a reorganisation of municipal waste management, a sorting plant for the collection of recyclable materials was built. Besides contributing to climate and environmental policy, the project also had a developmental impact, as informal collectors of recyclable materials were integrated into the operation of the sorting plant. Until then, they had collected recyclables from the local landfill under adverse working and living conditions.

Active participation by the informal waste pickers took place early on at workshops and in consultations during the design phase. The waste pickers were organised in a newly founded cooperative. They attended training courses on the separation and marketing of recyclables. Since the plant was commissioned, the cooperative has been using the newly installed sorting facility. Self-managed, the cooperative works inde-

pendently and in close cooperation with the municipality. It is able to use the sorting facility free of charge and market the recyclables, while the municipality benefits from the reduced amount of waste.

With the help of the new sorting technology, the work processes are now more effective and efficient. The income of the waste pickers has increased significantly. A portion of the revenue is channelled into a savings system from which the members can be supported in crisis situations. Improved occupational health and safety is also having a positive effect on hygiene and health. Children from waste pickers' families can increasingly take advantage of educational opportunities. Their parents also gain social status and are better able to articulate their interests.

Success factors

- The activities built on existing experiences and competences as well as on (an) existing informal value creation (chain).
- An improvement in working conditions, income and the health and education of those affected enabled positive developmental effects.
- Undesired negative effects were avoided. These can occur if informal value creation already exists but is not considered and integrated into the project design.

Practical advice

1. In waste management contexts, it is not unlikely that an informal sector will exist. Through dialogue with your project partners and on-site project visits, determine whether an informal sector exists in your specific case, and whether people benefit from waste or earn their living from it.
2. Discuss within your project partnership whether the informal sector is relevant and should be considered in the project.
3. Involve people from the informal sector in the conceptualisation of the project or in its concrete design. In this way you can address needs, integrate experiences and create acceptance and ownership.
4. Formalise informal activities, for example through a cooperative or a private-sector form of organisation, or through municipal employment.
5. Conduct training on the recyclables process and how to use and maintain machinery, and build capacity in waste sorting and marketing.

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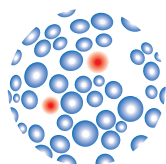
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USING THE WASTE MANAGEMENT FACILITY FOR ENVIRONMENTAL EDUCATION

Project: La Fortuna (Costa Rica) –
Rhein-Pfalz-Kreis (Germany)
Construction of a recycling centre

In the course of the project, a modern recycling centre was planned, built and commissioned. Thanks to the installed sorting facility, larger quantities of recyclable are now being collected and marketed in La Fortuna, and less residual waste is being produced. Furthermore, the project was also intended to contribute to the environmental education of citizens.

The municipal project partner in Costa Rica has already been involved in environmental education for many years. This project was directly linked to that. The recycling centre was also designed as an educational site, and alongside social and work spaces, seminar rooms were also planned

on the site. Since the recycling centre has been in operation, regular guided tours have been taking place, including tours for school and kindergarten groups. These aim to educate the youngsters about waste separation and its importance for protecting the climate and the environment. Moreover, the municipal partners' engagement for environmental education went hand-in-hand with public awareness-raising campaigns, including fundraising activities and outreach work on social media. As a result, the recycling centre project has also been a contributory factor in the multiyear increase in the share of the population in La Fortuna that separates waste.

Success factors

- Waste management facilities are well suited for communicating the topics of waste separation and sustainable natural resource management in a particularly vivid way.
- It was possible to build on a high level of partner motivation and competence at the project location, as engagement for environmental education was already in place.
- Many activities at the project location were taken on self-reliantly by the partner municipality and its cooperation partners.
- Long-term educational effects are possible, especially if young people are reached.

Practical advice

1. Together with your project partner, find out whether there is already any engagement for environmental education in the project region.
2. If not, research local cooperation partners at the project location, such as civil society actors operating in the field of environmental education.
3. Design project visits or on-site guided tours, e.g. for school-children or kindergarten children.
4. The activities can only start once the plant is in operation, i.e. at the end of the project. To be on the safe side, plan support for your project partner beyond the end of the project in case of delays.
5. Design the public awareness-raising activities in a way that adds value to the project. Since behavioural change on the part of citizens is not easy or quick to achieve, the success of your project as a whole should not depend on it.

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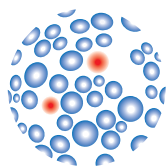
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TAKE TIME TO PREPARE – TAKE ADVANTAGE OF FUNDING AND DELEGATION TRIPS

Project: Moshi (Tanzania) – Tübingen (Germany) Building a composting plant for market waste in Tanzania

In Moshi a composting plant was planned, built and commissioned. Furthermore, the separation of organic and inorganic waste was introduced at two local markets. By processing the collected organic waste at the plant, the accumulation of waste can be reduced, CO₂ emissions from irregular dumping can be avoided and compost can be provided to farmers for use as an environmentally sound fertiliser. When preparing the project, delegation trips proved very useful. During a visit to Germany, the Tanzanian partners inspected several waste management facilities. This enabled the two sides to develop a common understanding of the project. Since the German project partner did not have a

waste management office or a company of its own involved, a workshop was organised with an externally commissioned compost expert. This proved to be very helpful in developing the masterplan. During a return visit to Moshi, the situation on site was analysed in more detail so that the partners could develop a functional design for the plant. Funding from the Service Agency's Small Projects Fund for Small-Scale Municipal Development Cooperation Projects was a great help in realising the more extensive preparatory phase. The preparation phase also benefited the joint cooperation, as this was the municipal partners' first joint project.

Success factors

- Visiting various waste management facilities sharpened the project partners' vision and facilitated the selection of an appropriate masterplan.
- On site, the partners were able to gather important information on the feasibility and sustainability of the planned facilities.
- Waste management expertise at the German end of the project should preferably be provided by the German municipality itself or its own enterprises. If this is not possible, external technical input should be brought in.
- By working together on a project with a small budget, the project partners were able to gain initial experience and build mutual trust.

Practical advice

1. To prepare your project, visit waste management facilities in Germany together with your project partner. These can be municipal enterprises or waste management companies in the vicinity of the German project partner.
2. Plant designs cannot simply be copied, but must be adapted to the local conditions at the project site.
3. Visit the project site together with your project partner to analyse and discuss local conditions and procedures.
4. It should always be possible to draw on waste management expertise.
5. The location of the plant should be determined before the project begins. The local municipality should ensure on the ground that the site is appropriate and available for use by the project.
6. If the information required to plan the plant design is not available, gather it on site. Information on quantities of waste and its composition is absolutely essential.
7. Use the delegation trips that are included in the 'municipal climate partnerships' package to discuss and coordinate the project design. After that, use the Service Agency's funding opportunities, such as the Fund for Small-Scale Municipal Development Cooperation Projects, to support more detailed planning.

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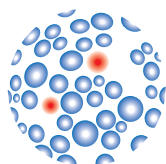
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ADDRESSING THE ENTIRE VALUE CHAIN

Project: Dar es Salaam (Tanzania) – Hamburg (Germany) Building a composting plant for market waste in Tanzania

In the course of the project, a composting plant was planned, built and commissioned in Dar es Salaam. Here, organic waste can now be collected, processed into compost and finally marketed – creating value from waste.

One conceptual strength of the project was that it took a systemic approach and addressed the entire value chain. Besides the various activities associated with building and operating the plant, the project also included what happens before and after the waste is processed. First of all, the introduction of organic waste separation and collection at two city markets ensured that the composting plant received the necessary input. For this purpose, containers were procured and installed at the markets. Staff were hired to collect the waste, and the market staff and market users were informed and educated about waste separation. Secondly, the project also addressed the marketing of the

compost produced. As early as the project planning stage, the project partners determined whether there was any demand at all. Compost prices were researched in order to plan a cost-covering operation of the plant. The project provided advice and support on customer acquisition and marketing.

The project established a locally innovative value chain. The plant now receives organic waste from four markets and successfully markets the compost produced. Positive effects are thus generated on many levels: Less organic waste is produced at the markets. Also, the CO₂ emissions that would result in case of irregular landfill disposal do not occur in the first place. The buyers of compost (including small farmers) benefit from cost advantages, as compost is cheaper than chemical fertiliser. Moreover, the soil benefits from the use of natural fertiliser.

Success factors

- The functionality of the plant was ensured by checking in advance that sufficient waste was present and available.
- The plant can be operated sustainably because the recyclable material is marketed and used.
- To achieve this, the project measures were implemented at several stages of the value chain.

Practical advice

1. Do not see your project purely as an infrastructure project.
2. Together with your project partner, analyse the entire waste management value chain, from waste generation to the marketing of the recyclable material. Ideally, do this with joint visits to the project site.
3. Where possible, build on existing waste management processes along the chain.
4. When drawing up the plan, consider where the waste will come from and how it will get to the plant.
5. Based on that, where necessary define measures to ensure waste separation, collection and delivery.
6. Determine whether there is a need for the recyclable material, and whether a market already exists.
7. Calculate the profitability of the plant based on market prices.
8. Define measures that support marketing of the recyclable material, such as customer targeting and marketing activities (e.g. corporate design, advertising, demonstration plots).
9. Find out if people are already informally creating value from waste, and consider these activities in your project design.

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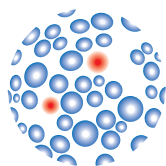
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TRAINING AND ADVISORY SERVICES TO FACILITATE COMPLEX WASTE PROCESSING

Project: Moshi (Tanzania) – Tübingen (Germany) Building a composting plant for market waste in Tanzania

In the project a composting plant was planned, built and commissioned. By processing organic waste at the plant, the accumulation of waste was reduced, CO₂ emissions from irregular dumping were avoided and compost was provided to farmers for use as an environmentally sound fertiliser.

Composting is a waste recycling process that cannot be implemented without expertise. For marketing compost, it is also important that a high-quality product is produced at the end of the biochemical process. For this reason, several factors must be taken into account when building the plant (material components, moisture, aeration, etc.). These must also be adapted to local conditions (climate, waste composition). Setting up the composting process was therefore

demanding and required multiple adjustments over a long period.

Thanks to training and support measures that followed the commissioning of the plant, the project succeeded in introducing the composting process. The plant staff were trained in the use of the machines and the composting process by a compost expert on site. This took place over a long period that corresponded to the composting cycle, which lasts several weeks. During the subsequent start-up phase of the plant, which lasted several months, and the fine-tuning of the composting process, laboratory analyses were carried out. Compost experts guaranteed close professional support for the plant staff.

Success factors

- Staff were enabled to use the facility.
- Thanks to training and advisory inputs, it was possible to introduce waste processing that is more sophisticated, and for which little experience previously existed in the project country.
- Long-term monitoring after commissioning enabled the composting process to be optimised, resulting in a high-quality product.
- The quality of the compost produced enabled it to be successfully marketed.

Practical advice

1. Plan training on the use and maintenance of machines.
2. Also conduct training on waste management processes.
3. If the relevant expertise is available in the project country, commission local experts.
4. Conduct training and advisory services on site in the project country, and make this 'hands-on'.
5. To extend in-process support, online dialogue between the project partners can also be used.
6. Training and consulting can begin once the construction of the plant is completed. Expect this to become possible late on in the project or beyond.

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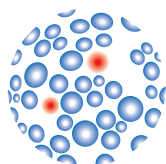
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PARTICIPATORY MASTERPLANNING

Project: Corinto/El Realejo (Nicaragua) – Cologne (Germany) Reorganising waste management

The project aimed to reorganise municipal waste management in the towns of Corinto and El Realejo. As a concrete contribution, a sorting facility for the collection of recyclables was planned and installed, and waste storage at the landfill was reorganised. In addition, a basis was to be created for making the organisation and processes of the existing local waste management system more efficient and effective at an overarching level.

The intended reorganisation was based on an extensive participatory process. In about twenty consultations, workshops and meetings, representatives of the local administration as well as of target groups, civil society, the church and citizens were informed and involved. A waste management masterplan was then developed. The consultations and on-site visits provided the needed information on waste generation and composition, and on the current status of waste management processes.

Using the masterplan, it was then possible to revise the management of the landfill and to plan the sorting of recyclables more precisely. At the same time, the masterplan also provided a basis for further developing municipal waste management beyond the project. Accordingly, based on the masterplan the separate collection of organic and inorganic waste was introduced in Corinto.

Thanks to the participatory process, acceptance among the target groups was high and further actors could be brought on board as multipliers. Informal waste pickers were integrated into the project. The church and civil society at the project location subsequently became involved in environmental education. This involved raising local citizens' awareness of waste separation, sustainable natural resource management and environmental protection.

Success factors

- Masterplanning and participatory procedures began before the project started. This meant that activities for the sorting plant could begin early on in the funding period.
- Relevant waste management information, which the municipality in the project country does not always have, was obtained through the consultations.
- Through participation, the perspectives and needs of many stakeholders were taken into account, and acceptance and ownership were created.
- Thanks to the masterplanning, further positive effects in municipal waste management are being promoted at the project location.

Practical advice

1. Identify target groups and stakeholders whose acceptance of the project is important for its success, or who possess relevant information.
2. Identify stakeholders who could be potential multipliers or cooperation partners.
3. Hold workshops or consultations with representatives of the identified stakeholders.
4. Use consultations and on-site visits to compile relevant waste management information.
5. Try to conduct masterplanning and participatory processes before the start of the project. It may be possible to apply for upstream funding, for instance through the Service Agency's Fund for Small-Scale Municipal Development Cooperation Projects.

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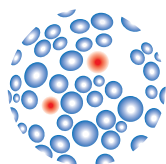
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TRAINING AND RAISING AWARENESS ON SOLAR ENERGY

Project: Masasi District (Tanzania) – Enzkreis (Germany) PV solar systems in selected health facilities

This project used solar power systems to improve the power supply of 27 off-grid dispensaries in Masasi District in Tanzania. It built on a previous project. With funds from the Service Agency Communities in One World Programme to Support Municipal Climate Change Mitigation and Adaptation Projects (FKKP), the earlier project had already stabilised the power supply to Mkomaindo Hospital in Masasi using a solar power system with battery storage. Both projects aimed to improve health care and reduce greenhouse gas emissions.

To achieve that, this project pursued an integrated multi-level approach to training and awareness-raising measures.

This meant transferring knowledge of the benefits of solar systems, and of their technical and administrative aspects, to different relevant groups. For example, twelve solar technicians were trained at a local educational institution, and hospital staff were trained to use the systems. Information events aroused interest in the topic among local citizens and political decision-makers, and made them aware of its importance. The lessons learned by the project were also passed on to other municipalities. Last but not least, transferring knowledge on project management and energy planning to the partner municipality helped to make the project a success.

Success factors

- Trained solar technicians ensure maintenance and operation of the PV systems, and have also become self-employed solar entrepreneurs.
- The trained health staff can operate the PV systems and quickly detect and report any defects.
- Local citizens were made more aware of solar power. This is shown by the significant increase in the number of private solar installations.
- The project has also been used politically, and has become a national best practice example for off-grid power supply to health facilities.

Practical tips

1. Determine in advance the precise training needs in the partner municipality.
2. Identify the different groups of users of the energy systems to be installed.
3. Establish which local educational institutions and relevant courses are available.
4. Develop technical curricula in collaboration with local educational institutions.
5. Draw up a plan for maintenance and integration of the theme into the training curricula.
6. Provide target-group-appropriate training for technicians, user groups and (if required) staff of the partner municipality.
7. Involve the trained professionals in project implementation.
8. Plan information events for local citizens.
9. Reach out to policy-makers through your partner municipality.
10. Support the transfer of knowledge on project results to other municipalities.

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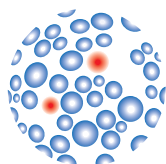
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NEEDS-BASED, CROSS-SECTORAL PROJECT DESIGN

Project: Masasi District (Tanzania) – Enzkreis (Germany)
Using renewable energy to stabilise the power supply at Mkomaindo Hospital and establishing a training course for solar technicians

By installing solar systems, this project successfully stabilised the power supply at Mkomaindo Hospital in Masasi District, Tanzania. At the same time, it trained solar technicians to install and maintain them.

In both cases the project team closely aligned the project with partner needs, and involved all relevant actors. The project plans were developed in close cooperation with a local NGO – the Tanzania Renewable Energy Association (TAREA). Municipal and hospital staff were also actively involved. An existing municipal hospital partnership with Enzkreis District, and joint work with Integrated Experts placed by the Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and Engagement Global at the local hospital and the Association of Local Authorities of Tanzania (ALAT), also proved fruitful.

When setting up a training course for solar technicians, the project team worked with the local educational institutions 'Masasi Clinical Officers Training Centre (COTC)' and 'Folk Development College'. The local company EnSol was commissioned to install and commission the solar system, with the involvement of the trained technicians and in consultation with TAREA. All these measures led to a strong sense of project ownership amongst those involved. The project succeeded in improving energy and health care, reducing greenhouse gas emissions and stimulating education and employment.

Success factors

- Alignment with the needs of project participants leads to a high level of acceptance and project ownership.
- Good knowledge of the challenges in local health care and the potential of a stable energy supply
- Reduced child mortality and better general health care
- Some of the trained technicians are now operating as self-employed entrepreneurs.
- Better working conditions for hospital staff
- The project is being managed nationally as a model project for energy supply to health facilities.

Practical tips

1. Work intensively with your partner municipality and strong local partners on needs assessment, project design and implementation.
2. Research relevant policy frameworks and programmes – also outside the energy sector.
3. Use synergies with other initiatives, including those of international donor organisations.
4. Perform a needs analysis, with close involvement of the user groups.
5. Consider the effects of energy systems on other sectors, and communicate these effects.
6. Encourage knowledge sharing with local representatives of other sectors – such as health, agriculture and education.
7. Base planned training measures at relevant local educational institutions.
8. Offer public information events and other activities to create awareness of intersectoral links.

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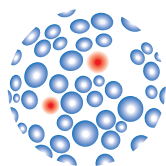
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CIVIL SOCIETY ENGAGEMENT – A BACKER FOR MUNICIPAL COOPERATION

Project: Mwanza (Tanzania) – Würzburg (Germany)
Promoting the use of solar-powered fishing lamps

This project aimed to promote the use of solar fishing lamps at Lake Victoria. Until now, small-scale fishers at the lake have used mainly environmentally harmful and expensive paraffin pressure lamps to attract fish at night.

The project also drew on the experience of the partnership association Mwanza e.V., which has been supporting civil society dialogue and partnership projects between the two municipalities for several years. German volunteers were also involved in the public information work on project planning, implementation and reporting. On the Tanzanian side, a local NGO – the Tanzania Renewable Energy Association (TAREA) – played a crucial role in achieving strong participation by local stakeholders and in making the project scaleable.

In cooperation with all participants, information events were held on the topic, and the target group were made aware of the advantages of using solar fishing lamps. Alongside the administrations of both partner municipalities, representatives of Mwanza e.V. were also involved in the political and civil society dialogue processes, as well as in the promotion of technology transfer, delegation trips and information events. The local NGO TAREA supported the municipal partners with the needs analysis, project design and project realisation.

Success factors

- When establishing the climate partnership, and during this project, the project partners benefited from the long-standing engagement of the two municipalities in a city-to-city partnership. They also benefited from the network of the Mwanza e.V. association.
- Use of synergies with civil society engagement, e.g. in education and health
- Creation of good communication channels by involving German volunteers on the ground
- Increased awareness of the project in Würzburg thanks to communication work by Mwanza e.V., and reporting by returning volunteers
- Close links and strong alignment with needs thanks to collaboration with the local NGO TAREA

Practical tips

1. Begin by identifying synergies with German NGOs, associations and private initiatives in the target region.
2. Use synergies with existing civil society partnerships between the two municipalities.
3. Work with a local NGO in the partner municipality to directly involve the target groups.
4. Explore options for cooperation with volunteer sending organisations.
5. Work with civil society organisations in Germany to promote awareness-raising and outreach work.

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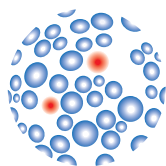
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BUILDING LOCAL STRUCTURES AND USING LOCAL RESOURCES

Project: Mwanza (Tanzania) – Würzburg (Germany)
Promoting the use of solar-powered fishing lamps

This project was about using solar fishing lamps at Lake Victoria. For this purpose, local cooperation arrangements were established. Until now, fishers have used environmentally harmful and expensive paraffin pressure lamps for night fishing. The solar lamps are a sustainable alternative.

The project team focused on establishing local fishers' groups, and working with them to set up a rental system for solar lamps. At the same time, the aim was to create awareness of the benefits of modern technology. On the Tanzanian side, the local NGO TAREA was a key partner and was

extensively involved in project implementation. TAREA knows the needs of the fishers very well. This enabled the project to hold targeted information events, and get multipliers on board to disseminate the solar lamps. Introducing a solar lamp rental system and using the local payment system M-Pesa also proved to be highly successful measures. The locally-based company Simusolar was a reliable and efficient supplier of solar lamps. It was also able to significantly increase sales figures for solar lamps beyond the project.

Success factors

- Good knowledge of local needs and structures already available at the beginning of the project
- Through multipliers, the project was able to reach a large number of fishers within a short period of time.
- A rental system for solar lamps and revolving funds (funds whose capital is replenished by the proceeds from projects they finance) contributed to financial sustainability.
- Solar fishing lamps have completely replaced paraffin lamps in the region; estimated annual CO₂ savings: 15,000 tonnes.
- Since the start of the project, the local company has been able to sell more than 60,000 solar lamps in the partner municipality and other regions.

Practical tips

1. Work with local partner organisations to identify the needs and local structures of the target groups.
2. Use the structures of the partner organisations and, if necessary, build new local initiatives for your project.
3. Work with local initiatives to raise target-group awareness and reach out to the public.
4. Ensure financial sustainability by establishing target-group-appropriate business and payment models.
5. Where possible, enable local sourcing of products and services.

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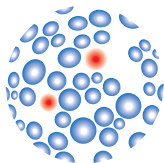
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HIGH-QUALITY PRELIMINARY STUDY AS A BASIS

Project: Buffalo City Metropolitan Municipality
(South Africa) – Oldenburg (Germany)

Model project for an energy-efficient administration
building

This project aimed to make the partner municipality's administration building energy efficient. In doing so, it also aimed to help protect the climate and raise awareness. The preparation of a high-quality preliminary study on the topic proved to be very helpful.

The project activities, technical design and objective indicators were based on this study of potential energy efficiency and renewable energy measures. The study took into

account local climate and weather conditions, as well as the energy balance of the administration building. Energy simulations for solar and wind energy generation were carried out and recommendations for an improved energy balance were made. On this basis, the project team were able to select the appropriate technologies. They were also able to accurately quantify and communicate the impact of the energy efficiency measures.

Success factors

- Elaboration of a baseline scenario that enabled precise monitoring of objective achievement
- Identification of the best available technology to implement the measures
- Definition of clear and realistic objectives as a basis for project planning
- Methodology is applicable to similar projects

Practical tips

1. Identify local and international experts (such as academics), and work with them on the energy needs analysis and the development of the project.
2. Elaborate a baseline scenario as a frame of reference for the project measures.
3. Define specific target values for energy saving or production during the project period.
4. Compare the probable effectiveness and efficiency of different technologies and providers in achieving these targets.
5. Build the project on the results of the preliminary study.

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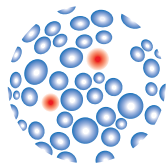
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MEASURING SUCCESS AND MAKING IT VISIBLE

Project: Buffalo City Metropolitan Municipality (South Africa) – Oldenburg (Germany) Model project for an energy-efficient administration building

This project aimed to make the partner municipality's administration building energy efficient. In doing so, it also aimed to help protect the climate and raise awareness. An awareness-raising campaign contributed significantly to the success of the project.

As part of the project, the data on energy saved and green energy generated were continuously monitored, visualised and made available to the general public. This was achieved

(among other things) by installing a publicly accessible information stand and an energy data monitor in the waiting room of the administration building. Schools and other visitor groups regularly visit this exhibition. The public awareness-raising campaign also uses creative descriptions of the effectiveness of measures, for example by comparing how many cups of tea have been saved.

Success factors

- Exact measurement and tracking of project objectives
- Visualisation of economic and climate benefits
- Effective linking of system monitoring with communication measures
- Effective tool for public awareness raising and delegation visits

Practical tips

1. Continuously collect data on energy saved and produced, and CO₂ emissions saved.
2. Visualise these data in a publicly accessible space.
3. Use the visualised data in the context of delegation trips and information events.
4. Communicate creatively in order to vividly describe the effectiveness.

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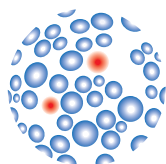
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WORK PACKAGE FOR APPROVALS AND EXPERT OPINIONS

Project: Drakenstein (South Africa) – Neumarkt (Germany)

Develop a climate park at the Berg River in Drakenstein

This project was about upgrading the Paarl Arboretum, a large green space on the eastern bank of the Berg River in Drakenstein. The area was developed into a climate-smart public park that promotes climate protection and education for sustainable development. One major factor that helped make the project a success was that right from the beginning, the project team included a work package for overcoming bureaucratic obstacles when planning and obtaining approvals for the park.

An eco-centre with rainwater harvesting and solar energy systems, additional tree planting, cycling and exploration routes, plus an interactive app and a signage system to provide environmental education and awareness raising: In the Paarl Arboretum, many measures were implemented to make the area attractive for visitors and to raise awareness of climate change.

However, this did require numerous approvals and expert opinions. The Drakenstein/Neumarkt partnership responded to this challenge with a special work package that had already been considered during the planning phase, and included the necessary resources right from the outset. One year was set aside to obtain all the necessary permits and to formulate expert plans. The project used several service providers for this: to conduct the environmental impact assessment and obtain approval from the environmental authority; to study the effects on the water balance, and to obtain general approval from the water authority. This also included preparing and submitting construction plans for all construction measures, and obtaining building approval.

Success factors

- Use of service providers to take pressure off the partner municipality
- Realistic expectation management regarding the duration and costs of obtaining the necessary approvals
- Budget planning certainty and avoidance of unplanned costs
- Risk reduction through planning certainty for the entire project right from the start

Practical tips

1. For larger, more complex projects, formulate a separate work package for obtaining approvals and expert opinions as part of the joint project.
2. Use this especially for land-intensive projects in the field of climate adaptation/biodiversity.
3. Depending on the size of the project, plan a period of up to one year for this.
4. N.B.: Expenditure on preliminary studies (up to 5% of the total costs) is eligible under Service Agency funding projects, even if it is incurred before the start of the project period. This is conditional upon the costs being itemised in detail. However, the funding recipient, i.e. the commissioning municipality, bears the risk that the Service Agency might subsequently not approve funding for the project.

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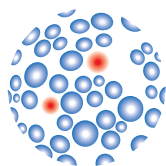
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NATURE-BASED SOLUTIONS FOR ADAPTATION TO CLIMATE CHANGE

Project: Moshi District (Tanzania) – Kiel (Germany)

Introducing new tree care methods at the Himo Tree Nursery to protect the climate and develop job prospects for citizens in Himo, Moshi Rural

During the two-and-a-half years of the project, planting and many other measures were carried out on the site of the rehabilitated Himo Tree Nursery in order to restore and sustainably manage the area. The project team's experiences with a nature-based approach to climate change adaptation were highly positive.

As part of the project, 9,000 indigenous young trees were planted to control erosion control and to green Moshi District. A well-functioning infrastructure was created with an office building plus technical equipment, cultivation equipment, shading nets, an irrigation system and a fish pond. A tree cadastre software application was also programmed. The fish produced is sold to the local population. A bee-keeping facility complements the measures on the project

site. Training, information events and an awareness campaign for the citizens of Himo succeeded in raising people's awareness of climate protection. Five jobs were created, and all the appointees are currently (as of September 2021) still employed. Under the Experts for Municipal Partnerships Worldwide (FKPW) programme, a local expert was hired.

These measures pursued a nature-based approach encompassing the conservation, restoration and sustainable management of ecosystems. These are often cost-effective, offer a useful complement to conventional technical approaches and generate valuable socio-economic benefits for the local population and the region.

Success factors

- Long-term support of the project by an expert employee of the City of Kiel
- Climate action measures combined with socio-economic benefits for citizens
- Planting of endemic tree species
- Implementation of innovative but low-cost measures for sustainable solutions (drip irrigation, use of jute instead of plastic)
- Flexible adjustment of measures and budget as needed
- Cooperation with local non-governmental partners in the context of capacity building
- Involvement of local citizens through information events and training measures
- Expert exchange in both directions

Practical tips

1. Familiarise yourself with the concept of nature-based approaches to climate change adaptation.
2. When planning the project, check which synergies and cross-sectoral effects could result from your joint project.
3. Inform local citizens about the added value of the project and let them participate actively.
4. Prioritise job creation for local professionals, and also include their training in your plans.
5. Identify reliable local partners who already have long-term experience in this field.

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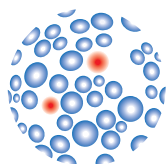
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