



## LESOTHO

## STORIES FROM THE FIELD



### Public-Private Partnerships for Service Delivery

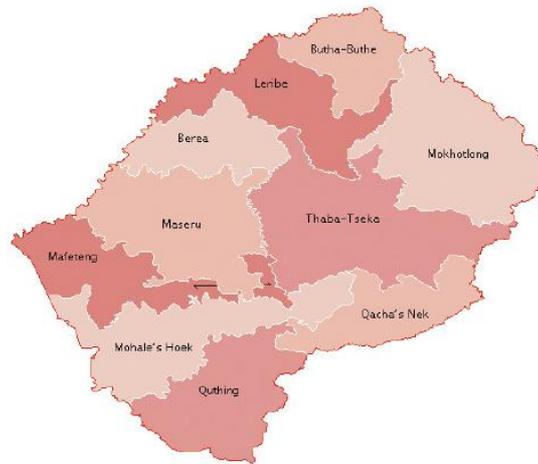
Lesotho:

### *Public-Private Partnership to Deliver Basic Essential Services in Maseru City contributing to MDGs1 & 7*

#### COUNTRY INFORMATION

Lesotho is a land-locked enclave surrounded completely by South Africa, with a population of 1.8 million. Its economy is highly open, with imports representing the 90% of the GDP. Lesotho is categorized as one of the 49 Least Developed Countries (LDC) in the world, ranking 156 out of 177 countries in the 2009 Human Development Report (HDR). The country faces a number of development challenges including chronic food insecurity and the burden of HIV, whose prevalence rate in Maseru is estimated to be as high as 42% in 2000. Poverty levels are very high with around 68% of the population

living below the poverty line according to 2009 HDR.. Growing unemployment, attributed to job losses in the textile industry and the decline in the number of migrant mine workers, are seen to be underlying causes for the deep rooted poverty. The government has set a number of development objectives to reduce the incidence of poverty through targeted interventions associated with the National vision 2020, the Poverty Reduction Strategy and the Millennium Development Goals.



Map of Lesotho courtesy of Wikimedia Commons

#### INCREASING PRESSURE ON GOVERNMENT TO DELIVERY BASIC SERVICES IN MASERU TO A GROWING POPULATION

Besides the development challenges of growing unemployment and poverty, the Government of Lesotho had to face the effects of rapid population growth, migrations and urbanization in the city of

Maseru. The resulting urban sprawl has put severe pressure on the demand for shelter and services in unplanned neighborhoods, especially those where low-income households had limited access to a safe drinking water supply, proper sanitation and waste management services.

There have been several attempts to plan and manage the growth of Maseru since setting up of the first city council in 1869, but these plans have gone unimplemented.



**PPPSD**

Public-Private Partnerships for Service Delivery  
Capacity Development Group  
Bureau for Development Policy

Address: UNDP Regional Service Centre for Eastern and Southern Africa,  
7 Naivasha Road, Sunninghill 2157, Johannesburg, South Africa

Tel: +27-11-603-5000  
Email: [pppsd@undp.org](mailto:pppsd@undp.org)  
Website: [www.undp.org/pppsd](http://www.undp.org/pppsd)

The failure has been attributed to a number of factors including inadequate involvement of stakeholders and a lack of human, institutional and financial capacity. With the Local Government Act of 1997, the municipal government was mandated to deliver a number of local services including waste management in Maseru city.



### **MULTI-STAKEHOLDER PARTNERSHIPS TO MOBILIZE NON-STATE ACTORS TO ENSURE TO POOR'S ACCESS TO SERVICES**

Recognizing the need for better basic service delivery, the national government of Lesotho, the Maseru City council (MCC), development partners and key stakeholders decided to embark on partnership arrangements for managing urban development with greater involvement of the private sector and other non-state actors including community leaders.

Thus the Public-Private Partnership (PPP) for Local Service Delivery strategy began with UN-HABITAT Sustainable Maseru City Programme (SMP) and the UNDP Country Office collaborating with the UNDP Public-

Private Partnerships for Service Delivery (PPPSD) to initiate a PPP country level project in Maseru.

Targeted interventions prioritized participatory identification of the most needed services that were viable for PPPs, capacity building initiatives for state and non-state actors and reviewing and reforming policy and legal, regulatory and institutional frameworks. The City Council and its key stakeholders, with support from UNDP/PPPSD and UN-HABITAT, facilitated consultative processes resulting in the design and implementation of an inclusive and integrated response strategy to address service delivery challenges, particularly in the solid waste management sector.

### **ENGINEERING THE ENVIRONMENT FOR BETTER SERVICE DELIVERY**

The following activities were to contribute to providing a sustainable and conducive environment including institutional, legal and regulatory frameworks for public and private sector collaboration:

- A participatory environmental profiling assessment and city council consultation exercise was conducted and solid waste management was prioritized as the major menace requiring immediate attention in the city.
- An inclusive and integrated response strategy with awareness-raising, sensitization meetings and training of key partners on the PPP concept and approaches, was designed and implemented.
- Inclusive service delivery partnership arrangements among the MCC and

- private and community providers were established.
- The MCC, with UNDP PPPSD support, carried out a competitive pro-poor tendering process to identify and select non-state providers interested in solid waste management services.
- Between 2006 and 2007 contractors formed a consortium called the Waste Management Consortium (Pty) Ltd (WMC) to provide solid waste services to the MC as per agreement.
- PPP Guidelines for Maseru City Council was developed as a guiding tool for PPP initiatives.
- Maseru City Council Strategic Plan 2008-2011 was developed to provide a road map – from the current reality to a desired future state by 2011.

### ACHIEVEMENTS:

Aforementioned activities supported the Government of Lesotho and the Maseru City Council in their review of existing policy and the development of a policy, a regulatory framework and capacity building initiatives to effectively nurture the PPP project and thus to work towards achieving the MDG targets.

- The formalization of the WMC led to active implementation of a refuse collection and disposal service and organizing the picking up of litter with investment in equipment through the procurement of four compactor trucks, a van and hand tools thus leading to better service delivery.
- The waste management service coverage has increased from 30% to 70% in Maseru as a result of the project.

- At least 104 direct jobs were created for the poor and formerly unemployed, especially women and youth, thereby improving their livelihoods as a means to poverty reduction.
- Aesthetic aspects of the city were enhanced through improved waste management services.
- Opportunities were created for local entrepreneurs in the waste recycling business.

### CONTRIBUTION TO NATIONAL DEVELOPMENT PRIORITIES AND THE ACHIEVEMENT OF THE MDGS



1 The project contributed to the progress of MDGs 1 and 7, namely eradicating extreme poverty and hunger and ensuring environmental sustainability.



7 During the lifespan of the project, a number of livelihood jobs were created and small local business could generate income whilst the municipal council's revenue also increased. At the same time, the number of poor people with access to basic services, such as waste collection, rose, indicating that their access to essential services had improved significantly and that they had benefited from effective environmental management.

### POTENTIAL FOR THE REPLICATION AND UP-SCALING OF THE PPP INITIATIVE

Both the national and local governments recognize that PPP can ensure citizens' improved access to basic services and create a healthier environment and

improved living conditions. Maseru city Council has replicated this approach in other public service areas such as clinics management, dump site management, outdoor advertisements and road maintenance. The Maseru city council has established a PPP Management Unit and four officials from the Unit received capacity development trainings on PPPs.

The city council and the national government have together decided to build on the success achieved and to extend the PPP waste management service to the remaining 30% of the population. With support from UNDP and UN-HABITAT, the city authorities have applied for additional support under the Public-Private Partnership- Integrated Sustainable Waste Management (PPP-ISWM) project to address the issue of waste reduction and waste recycling. Waste collection and street sweeping will also be extended to all neighborhoods in the city. UNEP has supported the baseline assessment for the development of an integrated Sustainable Waste Management (ISWM) System in Maseru City in 2006 and UN-HABITAT has been the implementing partner of the up-scaled initiative. The follow-up project on ISWM with a PPP approach is within the framework of government's ISWM plan.

*This initiative was co-led by Maseru city council and UNDP Lesotho with technical and financial support from UNDP Public-Private Partnerships for Service Delivery (PPPSD).*

*UNDP, through PPPSD, has provided technical and advisory services for the creation of an enabling governance environment with appropriate legal, institutional, financial and regulatory*

*frameworks and support for the capacity development of all stakeholders on Public-Private Partnerships.*

For more information, please visit:

[www.undp.org/pppsd](http://www.undp.org/pppsd)



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