

# DEALS city to city exchange meeting tackles exit strategy

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## A canvas that ensures sustainable results

A good exit strategy is fundamental and has to be prepared thoroughly and on time. City representatives and experts connected to the DEALS programme agreed on this and started elaborating an exit strategy per city on the 10th of June.

DEALS ends in 2022, so it is time to think about the rounding off of the programme and about what comes next. Will the local government or another organisation take over (parts of) the programme? Can the execution of the DEALS goals be funded in the future? How to ensure the continuation of the participatory element?



Programme manager Irene Oostveen had prepared a canvas - this time without the help of her children - to design an exit strategy per city. The participants were asked to come up with all kinds of interventions that could meet the financial, capacity and governance challenges ahead. The idea was to make a one-pager per city describing the role and contribution of stakeholders and partners at all levels (local, regional and national). After Irene's introduction the city teams started working on their city specific strategy in breakout rooms.

In the case of Pereira (Colombia) the big challenge is how to sustainably fund the associations of informal waste pickers. One of them is now being supported by a tariff transfer based on the waste taxes system. DEALS helps the association of informal waste pickers to monitor this. During the exit strategy session, Felipe Vasquez came up with the idea to expand the tariff transfers to all associations of informal waste pickers. This requires the collaboration of the local waste company and the municipality. Capacity building of the informal waste pickers is needed to help them understand the tariff information and methodology. A document with guidelines and information made available to all the associations of informal waste pickers can make this possible. The capacity of the associations should also be strengthened to allow them to apply for external sources of funding. Upscaling of the waste recycling projects would make them prone to international funding.

Other cities, like Kumasi, identified the media and civil society as important stakeholders. They can hold the municipality accountable to deliver on promises made within DEALS and ensure transparency and accountability. Sèmè-Podji identified the need for increased awareness of citizens on the impact of waste, to raise their willingness to pay for waste disposal. Their proposed solution was to facilitate a public-private partnership that includes paid subscription for waste disposal. In the case of Beira maximising the own-source revenues was defined as the core of the exit strategy, together with investments in maintenance of the land administration system. The Beira team proposed setting up a meeting structure to exchange information between departments, among other things.

For the city of Pathein it was almost impossible to design an exit strategy because of the complicated political situation in Myanmar. The team could not do much more than putting citizens and CSOs in the lead since government support is uncertain now. Group meetings are too risky now, so training can only be provided individually. Sentences like 'hoping the situation will ameliorate' demonstrated the despair of the Pathein team.

After the meeting, the documents were shared. They will be further elaborated until their completion in October. Peter van Tongeren ended by saying that he was very happy with the canvas, since a good exit strategy is key.

CANVAS – DEALS sustainable exit strategy: City NAME		Intervention level: neighbourhood/city/regional/national :....
<b>Financial challenge</b> → <b>Strategy</b> 1. . 2. . 3. . 4. .	<b>Role of stakeholders &amp; partners?</b> 1. . 2. . 3. . 4. .	
<b>Build capacity challenge</b> → <b>Strategy</b> <u>Individual</u>  <u>Organisational</u>  <u>Institutional</u>	<b>Timeline</b>  • . • . • .	
<b>Democratic governance principles (accountability, participatory, inclusive)</b>  Scale: Action:		<b>Indicators:</b> 1. . 2. . 3. .

Earlier in the meeting, Jan Eggenkamp, a student at Twente University, presented his thesis about the role of thinkLets in spatial collaboration. ThinkLets are building blocks for collaboration processes. They help, for example, to solve conflicts within a group. In the case of DEALS, Jan investigated whether the spatial component – that is: the distance between the participating cities – made a difference. The answer is: not very much. Spatial collaboration doesn't require other thinkLets than non-spatial collaboration. Actions like clarifying a conflict and building commitment are needed in both cases. During his research, which covered Kumasi, Pathein and Pereira, Eggenkamp discovered that DEALS participants use thinkLets without always knowing it.

He provided the meeting with a link to the thinkLets philosophy and best practices and ended by saying that using the entire thinkLets methodology is not always necessary and can even complicate a process, but that it is good to always have the building blocks in mind.

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*A good exit strategy is fundamental and has to be prepared thoroughly and on time*

*Can the execution of the DEALS goals be funded in the future?*

*For Pathein an exit strategy is almost impossible because of the political situation*

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## The DEALS programme team

Jan Eggenkamp (University of Twente)  
Noa Anzion (intern at VNG)  
Anne van Dam (Beira and Kumasi)  
Daan Stelder (Kumasi and Beira)  
Peter van Tongeren (Beira)  
Faustina Osei Prempeh (Kumasi)  
Prince Aboagye Anokye (Kumasi)  
Nicole Osuji (Sèmè-Podji)  
Robert Meerman (Sèmè-Podji)  
Htee Ku Naw (Pathein)  
Myrte van der Spek (Pathein)  
Irene ten Teije (Pathein)  
Felipe Vásquez (Pereira)  
Irene Oostveen (Pereira and programme manager)

## What is DEALS?

Inclusive sustainable urban development in developing countries is such a complex matter that it can only be dealt with in close collaboration with all relevant actors. That's the basic idea behind DEALS. It's a multi-stakeholder programme: not only does it target local governments, but companies, CSOs, other governments and particularly citizens in the partner countries are also expected to join in. The target cities are Beira in Mozambique, Kumasi in Ghana, Pathein in Myanmar, Pereira in Colombia, Sèmè-Podji in Benin and Manila in the Philippines.

Each city develops a tailored programme, based on local priorities. The interests of people who earn less than US\$1.25 a day come first. VNG International and several Dutch municipalities support the cities. The ultimate deal will be an agreement signed by all stakeholders that aims to solve an urgent problem and achieve an 'attractive aspiration'. Moreover, the deal is innovative, sets an (inter)national example and will generate tangible results. Solutions must be sustainable, receive broad support and tackle the underlying causes of the deal's main challenge.

DEALS was launched on 1 September 2017 and will end in August 2022. In September 2018, delegations from Beira, Kumasi, Pathein, Pereira and Sèmè-Podji visited the Netherlands. In the following months, Dutch delegations made trips to the partner cities. In addition to VNG International and Dutch municipalities, the programme is supported by the Dutch Ministry of the Interior and Kingdom Relations. It is financed by the Dutch Ministry of Foreign Affairs. The budget is around €5 million.