



environment & tourism

Department:
Environmental Affairs and Tourism
REPUBLIC OF SOUTH AFRICA

Summary of Discussions Induction Workshop Denmark - South Africa Urban Environmental

Management Programme

Date: 1 – 3 August 2006

Venue: Valley Lodge, Magaliesburg

Facilitator: Ms Joanne Yawitch (Deputy Director-General: Environmental Quality and Protection – DEAT)

Co-Facilitator: Mr. Chris Albertyn

Report Drafter: Ms. Dineo Ringane (DEAT)

Attendance: Annexure H

List of Annexures: Annexure A: Chris Albertyn's presentation

Annexure B: Presentation by Ethekewini Municipality

Annexure C : Presentation by Sedibeng District Municipality

Annexure D : Presentation by SACN – Ms Sharon Lewis

Annexure E : UEM Priorities for Research, SACN by Ms Sharon Lewis

Annexure F : Year Calendar – . Bo Leth- Espensen

Annexure G : Short Term Technical Assistance - . Bo Leth- Espensen

Annexure H: List of Attendees

1. Programme Introduction

The Urban Environmental Management (UEM) Programme provides support to South Africa's priorities in urban environmental management and development. The programme is derived from South Africa's national development policies and aims to promote a sustainable development path that contributes to poverty reduction, economic growth and the achievement

of the Millennium Development Goals. The UEM Programme also supports enhanced inter-governmental cooperation for coordinated and effective municipal implementation of public sector services.

The UEM Programme is developed in response to South African priorities for Urban Environment, and in accordance with the Danida Environmental Strategy, the strategy for Danish-South African development cooperation, and the Danida Aid Management Guidelines. The UEM programme marks a shift from implementation through environmental projects to a sector programme support with an emphasis on poverty reduction.

2. UEM Induction Workshop: Purpose and Background

(Refer to Annexure A- Presentation by Mr. Chris Albertyn)

1. The Induction workshop was scheduled as a direct consequence of discussions and agreements at the programme steering committee meeting. The purpose of the workshop was to:
 - Create a shared understanding and develop plans to seize opportunities presented by the programme;
 - Discuss and develop a common vision across all three spheres of government with respect to programme implementation;
 - Spend quality time together in discussing shared objectives.
2. This document seeks to give a summary of proceedings at the workshop and the participants' input and views in crafting a shared vision as well as a strategy for collaboration and way forward in implementing respective projects as part of the programme.

3. Participant Profile and Expectations

1. Participation in the workshop comprised of up to five people per municipality, two people per province, advisors that have been appointed, two people from the Department of Health and SA Cities Network, managers from DEAT as well as representation from the Royal Danish Embassy.
2. Open reflection, collaboration, development of a team spirit was encouraged to dominate throughout the process as well as viewing of differences as an empowering element of the process.
3. Participants were allowed an opportunity to introduce themselves and give an indication of their expectations for the 3-day session as well as the future of the programme. Inputs received are summarised below:

(Refer to Annexure B – Presentation by Ethekewini Municipality;
Annexure C – Presentation by Sedibeng District Municipality
Annexure D : Presentation by SACN, Ms Sharon Lewis)

Programme Expectations	Workshop Expectations
<ul style="list-style-type: none"> – Learning of seamless governance – IPD/Waste Plan synergy – Networking – Clarification of SDF/EMF relationships – Harmonisation of business plans – Improved town planning services – Clarification of roles and responsibilities across and within institutions – Positive impact on the Department of Provincial and Local Government as well as the Department of Housing’s planning systems – Integration of Environment into planning – Piloting of a cross-sectoral integrated approach in all spheres of government – Testing the developmental nature of environmental management – Establishment of priority areas (KZN) – Leveraging of resources and research for maximum impact – Systematic improvement – Innovation and technology based solutions – Turning around environmental degradation 	<ul style="list-style-type: none"> • Creation of synergy between Provinces and Municipalities • Understanding how the programme is going to operate • Harmonisation in terms of thinking e.g. Waste Minimisation • Establishing contact with partners • Finding clarity on components of the programme and linkages • Knowing who are the role-players • Sharing best practices • Establishing a well-functioning programme steering committee (PSC) • Obtaining more information on the mechanism utilized to ensure that the spatial development framework is in line with environmental EIA framework • In-depth discussion on the integration of environmental health programmes • Caucus on the different thematic areas and areas of linkages

<ul style="list-style-type: none">- Interaction with civil society- Creating a case study on utilizing an integrated approach towards environmental management- Poverty alleviation	
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It was acknowledged that great ideas were surfacing from the participants' expectations of the programme objectives and the workshop's role in facilitating a common-understanding and a shared vision for implementing the UEM programme.

Workshop Discussions: Summary

This section of the report outlines a summary of the different elements of the programme as discussed in the workshop and the conclusions reached therein.

4. 5-year vision for the UEM Programme

As for any other development-oriented multi-stakeholder government programme, it is essential to craft a vision for the successful implementation of the programme. In executing this exercise, the participants were divided in five groups of six and directed to respond to the terms of reference below to guide the development of a successful vision for the programme. Teams were allowed 45 minutes discussion and 15 minutes feedback presentation and discussion.

Terms of reference: Group Discussion - 5 year vision for the UEM Programme

As a newspaper reporter, describe what you see for a successful Programme - recognised as leading in a new or successful way. Summarise your report by reporting to the bullet points below, which are viewed as elements for the successful crafting of a vision for a programme

- Mission/Purpose
- Basic Strategies
- Performance Criteria

- How were decisions made and communicated
- Were there any important and fundamental ethical standards that guided the programme

Reporting by Groups

1. *Mission/Purpose*

- To strengthen collaborative environmental management in the public sector in order to improve environmental quality, the efficiency of natural resource use, and the well-being of all citizens especially the poor
- To remediate environmental degradation and poverty and ensure alternative positive outcomes through integration of institutions (community, stakeholders, intergovernmental spheres)
- Poverty alleviation through socially sustainable environmental governance
- Improvement of environmental conditions contributing positively towards poverty alleviation.
- Improving the quality of life of the poor

2. *Basic Strategies*

- Policy that systematically (that would be holistic, integrated and over a longer timeframe) addresses Urban Environmental Management, which have a direct positive impact on the poor
- Framework: A common foundation, for all role players to participate within (focus on inclusivity of key partners)
- Win-win partnerships for engagement
- Awareness and Information: ongoing exchange of information, diff mediums, for all stakeholders on design and implementation of the programme, rights, responsibilities. Awareness and information that forms the basis for education, curriculum development – school kids, schools, new generation, also to develop activism around UEM
- Clear roles and responsibilities between spheres of government
- Focus on government – responsibility: transport, waste services sanitation, planning... to demonstrate commitment and success

- Collective and integrated planning and implementation to ensure coordinated strategies and practices and resources within the public sector
- Shared-learning at every stage of implementation
- Common focus on poverty reduction and improved quality of life
- A consultative and inclusive approach at every stage of implementation

- Long-term focus of programme
- Integration of programme into business plans and budgets to promote efficiency
- Municipal guidelines
- Accelerated implementation (responding to stakeholders, leveraging of resources).
- Institutional integration and networking (relationship building)
- Identifying barriers and remedial action
- Replicability of the programme without donor funding
- Ownership of programme by implementers
- Efficient utilization of capacity and resources to implement programme
- Flexible approach by donors to ensure sustainability and reduction of transaction costs
- Auditing and financial reporting
- Good management
- Incentives to success (to ensure commitment)
- Community involvement/capacity building
- Building capacity in government structures through continuous training across all levels
- Cooperative governance through section 3 of NEMA

- Building external networks with clients to the programme to take advantage of technical and scientific skills such as CSIR, Academics and Tertiary Institutions.
- Optimization of existing systems and processes
- Communication channels through creation of a website, SACN to develop good communication channels
- Co-operative governance for sharing knowledge and skills to avoid duplication and benchmarking

3. Performance Criteria

- Tangible deliverables such as measurable improvement in environmental quality indicators
- Demonstrated replicability beyond initial implementing agents
- Individual gains in capacity and knowledge that translate into institutional capacity and knowledge
- Immediate corrective action where necessary
- Qualitative and measurable outputs
- Tangible impact on the ground adopted into policy
- Communication tools to be used as a performance criteria (PSC flexibility and allowing of stakeholders to share in the success of the programme)
- Informal networking, common projects, relationship building within the provinces)
- Sustainable and integrated (between and within spheres)
- A clear and effective legal framework
- A clear and incentives-driven approach
- Innovation and working across silos and past legal /impediments
- 80:20 principle (key focus on what govt. responses and big business and community responses can be)
- Implementation driven, doing and learning through action

- All actions and development of plan, implementation and procurement can be auditable
- Programme must enable job creation to speak to the purpose of poverty alleviation
- Improved health status – to improve quality of health of communities
- Monitoring and Peer Review
- Incorporate programme as part of the departmental performance management system to ensure personal and organizational commitment. Be part of the municipalities IDP
- Technical advisors should have clearly defined performance indicators to ensure that appropriate skills transfer has occurred.

4. *Decision Making and Communication*

- Joint decision-making and governance through PSC
- Programme secretariat with capacity to communicate with all participants
- Integration of programme into participants' business plans to ensure focus is not lost in implementation
- Long Term advisors should have real interaction with the PSC and implementers
- Programme coordinators should have interaction with the PSC and implementers, who must ensure feedback and progress reporting at organizational level
- Strengthening the decision making capacity of alternate members to the PSC
- Sector based sub-committee reference groups (Planning, EMF, Sedibeng Pilot Project, Indoor Air Quality: BASA)
- Using political systems/intervention

5. *Ethical Standards*

- Respect for differentiated approaches to achieving a common purpose

- Openness and transparency in decision-making
- Adherence to collective decisions
- Compliance with governance and administrative rules and procedures
- Overall efficiency in the use of funds
- Environmental justice i.t.o. Adhering to the law and policies
- Employment equity without compromising quality
- Understanding roles and responsibilities
- Trust
- Breaking communication barriers
- Commitment to holistic collaboration
- Public participation

6. Summary by Facilitator

The facilitator noted with appreciation the diversities in presentations as captured above. There is general agreement that all groups looked at what is being done and how it is being done, this being evident in the performance criteria proposed, which is the same as the status quo departmentally.

There is consensus that there is a need to define the relationship between poverty alleviation and the programme. The PSC needs to make it clear to the politicians what the poverty alleviation intention of the programme is so as to derive more support and championship for the implementation of the programme.

4. Group Discussion: Problems and obstacles preventing the successful achievement of the programme outcomes

Disparities in operation and implementation frameworks across the spheres of government would create a number of challenges and obstacles preventing the successful achievement of the programme outcomes.

Participants were divided into three groups to discuss imminent challenges that may arise and possible remedial action. Feedback from these group discussions was noted as outline below:

1. Group Discussion Feedback: Problems and obstacles preventing the successful achievement of the programme outcomes

- Lack of Commitment (no follow-through on joint decisions at PSC, political buy-in, commitment to long-term vision)
- Poor Communication amongst the programme implementers (all role-players)
- Bureaucratic, financial, procurement and general administrative red-tape (perceived problem)
- Government organization/structure (integrate a fragmented structure)
- Dedicated personnel and Project Champions to drive programme at national, provincial and local government departments.
- Fragmentation within organizations
- Continuity due to high staff turn over
- Mobilization of the poor
- Contradicting mandates/priorities within spheres of government
- Absence of key planning legislators in the programme to enable mainstreaming of environmental management into planning
- Capacity of role players to carry the programme in addition to overall full plates
- Human Resources and skills capacity
- Cross-structural alignment and integration (Inherent conflict which will bedevil alignment due to different approaches)

2. Summary by Facilitator

Some elements of the challenges are about beliefs and mindsets, which can be challenged through knowledge sharing and capacity building. Government structures are not something that the implementers can do anything about in this programme but have to work creatively around them.

5. Establishment of synergies across the spheres of government on the different thematic areas of the programme

1. *“The UEM programme objectives, cornerstones, implementation strategy, thematic issues and selected geographical areas have all in combination guided the programme towards the identification of three components. The components outline and guide the implementation of the UEM Programme. The proposed three components making up the UEM Programme are:*
 - ***National and Provincial Urban Environmental Management (NPUEM).*** *This component includes support and management arrangements with DEAT, DoH, and provincial departments. Component management will be integrated into existing intra-departmental structures, with all partners reporting via DEAT to the Environment MinTECH and to the Programme Steering Committee. Financial support allocated to DEAT and the provinces will be disbursed directly from the RDP Fund in National Treasury to DEAT and to Provincial Treasuries respectively. Financial support for DoH will initially flow via DEAT, and later directly to DoH from the RDP Fund.*
 - ***Knowledge Management and Civil Society Support (KMCSS).*** *This component concerns knowledge management and includes a partnership with the South African Cities Network (SACN) and selected research institutions. The component will provide grants to civil society organisations working to support poor urban communities adversely affected by environmental degradation, through developing awareness, advocacy and voice in public participation.*
 - ***Local Government Support (LGS).*** *The component will support interventions on strengthening integrated urban environmental management in four metropolitan municipalities and one district municipality in three provinces, i.e. Johannesburg, Sedibeng, Ekurhuleni, eThekweni and Cape Town. The component will be implemented by each of the municipalities with cross-learning activities and linkages, a number of which will occur through component two.”*
2. In effort to establish synergies across the spheres of government and the programme themes, participants were divided into groups in relation to their occupation in the different spheres as well as areas of interest and direct involvement as regards the thematic areas, which for the purpose of the workshop were identified as Air Quality Management, Pollution and Waste Management, Planning and Environmental Health.
3. The purpose of these discussions was to identify areas of common priority and linkages in projects implemented cross-sectorally as part of the UEM programme. Feedback was received as outlined below:

4. Thematic Area 1: Pollution and Waste Management Group

1. Outputs

- National Departments' implementation of the UEM programme will focus on delegation of ECA Sec 20 (Waste Permitting, Waste Bill, Regulations to support the bill, Waste Election Service has not been places as yet on the UEM but is a national priority.
- KZN & other provinces looking at planning of the various project, Integrated Waste Plans at District Level
- Gauteng's focus is on Waste Minimization and Recycling, Piloting waste separation at the metro level and selected local municipalities
- The Western Cape is completing the provincial waste management planning cycle, provincial hazardous waste plan focusing on the chemicals sector

2. Areas of Synergy

- Waste Services at municipal level
- Free Basic services coming up as a priority
- Clarification of roles and responsibilities (hierarchical approach to waste)
- MIG funding – prioritization of housing v/s basic services and landfills

3. Sphere Priorities

- Development and finalization of the Waste Bill
- Allocation of landfill sites – a strategic approach toward planning around landfills
- Integrated Waste Management Planning
- Finalization of arrangements for the Permitting Function
- Waste Collection Standards

4. Communication Channels

- Working Group II
- Waste Forums
- Dedicated structures to support waste issues

- Waste Information Systems (National & Provincial) at various levels of development
- UEM website

5. Alignment

- Municipalities to be on board with work of the province to synergise work
- DPLG to be on board i.t.o. discussion in the UEM, alignment with IDP's
- Institutional alignment e.g. forums at municipal level
- Encourage joint planning for future programme
- Start proposing the use of research funding around the area of Air Quality Management in low-income communities, a review of the existing solutions and put them all together, and start looking at potential pilot programmes
- Draw down of short term consultancy pool that can be shared (norms and standard around flaring in Cape Town & Ethekwini,

6. Energy

- Aligned to Air Quality Management & Climate Change initiatives
- Energy strategies in place linked around climate change
- Draw down consultancy capacity from a person that has implemented energy to do a series of interventions and discussion.
- Agreed that can have better and more strategic alignment.

7. Summary

Illegal dumping and the cost involved in remedial action results in wasted money, erstwhile the waste authorities are making it difficult for people to use legal means due to overpriced costing. There is a need to look at economic instruments that are available as part of the programme to address this matter.

5. Thematic Area 2: Air Quality Management

1. Sphere Priorities and areas of synergy

- Province and National priorities are aligned
- Air quality alignment and synergies from previous and existent work that is continuing
- Opportunity to discuss was beneficial for the alignment. General agreement that the UEM programme allows for such opportunities
- The team agreed to use a triangular visit by provinces going to various Metros to look at what the work is being done and sharing information as well as ensuring alignment. DEAT national will facilitate this process.

2. Communication Channels

- The Air Quality Act has formalized vertical communication through the establishment of National and Provincial Air Quality Forum
- The Air Quality Lekgotla enables all stakeholder to get together and share learning to maintain alignment

6.6. Thematic Area 3: Planning

1. Sphere Priorities and areas of synergy

- There is no tactile integration between Environmental Management with Planning. Environmental Management is a concurrent function of National & Provincial government, whereas Planning is a concurrent function of Provincial & Local Government.
- The team would like to use spatial development framework a management decisions making tool. This however, needs to be aligned at all spheres and adopting of a commonality of approach.
- Spatial Development Planning that is a result of joint planning by the three tiers would ensure alignment
- Forums and mechanisms for interaction should be set up to ensure harmonization in planning
- Policy reform in EIA and how this influences the landfill management.

- The challenge is utilising the programme to influence these elements and ultimately being on the same level.

2. Communication

- Establishments of forums to bring the different departments together
- Integrating top-down and bottom-up planning (integration of various levels of planning)

6. Thematic Area 4: Environmental Health

PowerPoint presentation by Ekurhuleni

7. Summary

The misalignment of the planning cycles in Municipal and Provincial governments presents a challenge for achieving integrated planning. There is a need to reflect on ways to achieving integration in spite of this problem area.

6. Establishment of synergies across the spheres of government: Group Discussions

Discussions at this point were structured to enable participants in the national, provincial and local government to identify priority programmes in each sphere and share information. Feedback from the discussions was noted as outlined below:

1. National Government

- There is existent co-ordination and collaboration between the Department of Health and DEAT, particularly on the Environmental Health Study.
- The intention is to derive maximum impact from utilization of the consultancy funds and research money.
- The TOR for research on the study will be circulated to PSC members.
- A need to form an advisory committee regarding research has been identified.

2. Provincial Government

- Provinces would like to strengthen their leadership role in providing material and other support to municipalities.

- Take a proactive stance in monitoring and implementation of legislation and aligning programmes to National priorities
- Building relationships with local government
- Interaction with DPLG on the channeling of funds to municipalities
- Defining the role of Community Development Workers sent to provinces so as to enable co-operation with department and avoid territory and mandate clashes.

3. Local Government (Municipalities)

- Opportunities for sharing of environmental health budgets/training projects identified, e.g. general environmental health, vector control, air quality
- Each municipality needs to assess its own needs to enable all municipalities to meet and identify areas of overlap etc. – which institution/service provider has plans to provide training
- Tailor training to specific needs of municipalities, which may require more than one service provider as different municipalities manage different projects

Planning

- City of Cape Town is in the process of developing an Integrated Human Settlement Strategy (2030) – 20 year plan which will inform IDP
- City of Joburg has undertaken 2030 strategy (draft)
- Ekurhuleni has developed a 2025 plan
- The documentation of project process on the city's project e.g. Ekurhuleni SDP may provide useful learning curve/case study
- It may be useful for city planners to meet e.g. 6months to share experiences.

Sustainability indicators

- UEM issues – need to see real changes to schemes based on strategic planning (scheme reviews)
- Sharing of experiences, research, legal opinions

- Land ownerships issues – information management, asset management – Could use SA Cities Network meeting on 22 August 2006 to ignite collaboration.
- Joburg to co-ordinate/Ethekwini as back-up

Energy

- Ethekwini, Ekurhuleni, Cape Town (already has strategy)
- Demand side – alternative technologies etc.; energy efficiencies
- City of Cape Town is currently investigating run by-laws
- Requirements for new developments
- Energy stakeholders in each city need to meet

7.4. Summary

It was noted that local government is experiencing frustration with lack of communication from Province and National on new initiatives. This trend should be minimized if the objective of co-operative governance is to be realized.

8. The UEM Yearly Planning and management calendar and the short Term Technical Assistance Facility

The calendar (Refer to Annexure F): Participants noted a presentation by Mr. Bo Leth-Espensen (Chief International Advisor) on the alignment of business plan reporting to Danish UEM reporting. Time frames and reporting in this plan are in line with those of the national, respectively the provincial and municipal administrations. This plan, including the time frames enjoyed general consent, except that reporting in December is considered unfortunate. Rather one should wait till 15 January when administrations are operative again after the summer period.

The Short term Technical Assistance Facility (Refer to Annexure G): The use of technical assistance in the UEM Programme is informed by the Danida policy on Technical Assistance in the AMG. The technical advisors are strategically located to support the programme implementation as technical advisors and to provide some support to additional Programme-specific administrative workload from Government staff.

Participants noted a presentation by Mr. Bo Leth-Espensen on the framework and the principles for the administration of this facility.

Comment was noted after the presentation as follows;

– **Format of Guidelines**

The guidelines and principles should be in the format of a brief instructive manual to the partners with templates for application, Terms of references, reporting and financial management of an STTA-project.

Qualification of STTA projects

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- Selection criteria for allocating of funding should take cognizance that impact of projects on poor communities may not be direct, and there needs to be flexibility

 - General relevance and general applicability of the results to be delivered

 - Applications which are submitted by two or more governments - because this is an indication of replicability, wide use and wide interest

 - Applications for international expertise (as opposed to SA expertise) should be prioritized in this particular facility, because in general international expertise is more difficult to provide to work for the partners. This facility provides a unique shortcut to engage expertise from abroad, and the programme should pursue this opportunity.

 - Procurement of international technical assistance may be impossible for departments due to procedures. The work of consultants will have general relevance to the programme. How will the technical assistance be procured? DEAT will use international recruitment company to procure the service of technical assistance

 - Proposal that one of the criteria is that if the TA supports 2 or more local authorities/approved projects and its expertise is spread across the thematic areas or spheres of government

 - Distribution amongst the 10 (2+3+5) partners: The programme should pursue an equitable distribution over the life of the programme, but not necessarily in the individual years.
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Administration Procedures

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- Application procedures should not be linked with PSC-meetings but in principle ongoing. That is: Partners can apply and start the application process around the year. The secretariat can run some application rounds but should also be flexible in relation to urgent needs and relevant purposes of applications
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- The guidelines are to be endorsed by the PSC and the PSC will be informed about the progress of the administration of the facility, including calls for administrations, hearing of partners and decisions
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- Applications should follow a double information procedure, in the sense that information should be circulated with the partners / PSC two times. The last time should be a substantial communication of the project. Partners should have the opportunity to link up or to object to applications, but silence is to be interpreted as consent.
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- The programme may need a position paper that interrogates environmental management and poverty alleviation. There is a need to elevate the discussion and debate on poverty alleviation. Participants were encouraged to read the programme document to get an understanding of this element of the programme.
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- The PSC Secretariat should as appropriate inform the partners of the use of the facility, including the situation of budget and spending.
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7. Research Topics in UEM – Input by the South African Cities Network

(Refer to presentation by Ms Sharon Lewis on UEM Priorities for Research)

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1. Participants noted a presentation by Sharon Lewis of the SACN, identifying and proposing priorities for UEM research.
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2. Comments noted after the presentation as follows:

- As some of the proposed research topics are already being undertaken elsewhere, participants are invited to submit their thoughts to SACN and suggest alternative proposals

 - It is essential to link poverty alleviation research on living environment, working environment and immediate health implications

 - There is a need to have a format for drafting these proposals and establishing synergies, research should eventually lead to pilot programmes

 - There needs to be a process outline with a time frame for pursuing research projects to enable the UEM programme to inform policy decisions that will shift UEM to a higher level

 - The proposed research topics list is a partial due to non-response – one big issue of relationship between poverty and environmental management, people need to go back and identify issues

 - There is a need to conduct a desktop analysis of what is the information base available to research

 - Establishment of a process where a request for research comes up is able to go through a desktop study to identify what sort of information exists is necessary
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As a way forward – the secretariat should circulate Sharon’s presentation, have it open for addition and comment by members and motivation in terms of broader strategic applicability. Two weeks will be allowed for submission of such input/responses

8. Summary, Closure and way forward

In concluding discussion and crafting a way forward, participants agreed to the following as the agreements of the workshop:

- The PSC and its role has been defined, TOR have been clear, members should speak to their organization and build relationships and mandate relationships in the organization

- DEAT will come to the next PSC meeting with a document that explains what the different roles of support that individuals are responsible for.

- DEAT will also bring a proposal on how the website will function as a communication tool and forum for knowledge management

- All above will form substantive issues for the PSC meeting which will take place in October

The following comments were noted as participants' general observations on the workshop and proceedings:

- The workshop served as ice-breaker and beginning of the process of interaction

 - It would have been more valuable if participants had a proper understanding of key concepts and had discussions around that at the beginning of the workshop.

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- Workshop is a very good forum. However, the question of continuity may hamper sustainability. People need to engage with the programme documentation to establish understanding of the key concepts
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- People need to sustain the momentum in terms of interactions that were established by this forum
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- Good venue for the workshop – programme was well thought out. Happy that the programme covered what was sought to be done, forum has been a good stepping-stone for alignment. It would have been good to set time aside to explain respective projects in the programme to strengthen the alignment
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- Forum has assisted in putting a face to a name.
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- It has been excellent to meet with all three spheres of government in the workshop – would have liked prior to the workshop a document that outlined what the progress is and at what levels of implementation.
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- It could have been fruitful to have a lengthier discussion between municipalities on the projects
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- Appreciation for the inclusion of councilors on the invitation as they are the implementers of the programme, in future they should be part of this
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9. Closure

The facilitator thanked participants for the fruitful discussions, constructive input and enthusiastic participation. The workshop adjourned at 12h30 on 03 August 2006.
