

**Project: Development of an Environmental Management Framework for
Richard's Bay Port Expansion Area and the Industrial Development Zone**

<p>1. Programme Name: Urban Environmental Management</p>
<p>2. Component Name & Number: Component 1 –NPUEM</p>
<p>3. Partner Name: KwaZulu-Natal Provincial Government</p>
<p>4. Number of projects; as well as person (s) in charge and contact details: Planned number of projects: 1 Actual number of projects: 1 Person (s) in charge and contact details: Dr. Timothy Fasheun (PSC Member) Ms. Siphumelele Nowele (Project Manager)</p>
<p>5. UEM Grant Received: Planned: R490 000.00 Actual Receipts: R1.470 000.00</p>
<p>6. Duration of programme activities: Planned start date: February 2009 Actual start date: February 2009 Planned end date: March 2010 Actual end date: March 2011</p>
<p>7. List of Annexures: There were 3 critical phases in the process of developing the EMF, each of which produced tangible products to ensure transparency and stakeholder participation in EMF development:</p> <p>The Status Quo Phase provided context and background to the study and aimed to identify the status of environmental and socio-economic attributes. It was mainly concerned with “<i>What is happening?</i>” This phase was completed with the delivery of a Status Quo Report.</p> <p>The Desired State of Environment Phase analysed the information emanating from the status quo, and together with stakeholder input, defined “<i>What should ideally be</i></p>

happening in the future?" The study area was divided into management zones based on environmental attributes, opportunities and constraints; and the environmental priorities of the study area were defined. This phase was completed with the delivery of a Desired State of Environment Report.

The **EMF and Strategic Environmental Management Plan (SEMP) Phase**, aims to abbreviate the Status Quo, the Desired State and the Opportunities and Constraints, and establishes management guidelines as recommendations on "*How best development should proceed*". This phase concludes with a final EMF Report which forms the basis for decision-making in the study area.

Public Participation Process

The process of compiling an EMF is a highly technical one based on scientific data recorded in a spatial database or GIS tool. Generally speaking the level of public participation is weak. For this study a deliberate attempt was made to involve the public, interest groups and stakeholders. The process raised several challenges, including an apparent reluctance to attend meetings. During the Status Quo phase an innovative Participatory GIS methodology was introduced which allowed members of the public to draw attention to, and give information regarding, environmental features which they regard as important. This contributed to the ground-truthing of information from other sources as well as providing new information.

After adjusting the methodology being used to try and overcome the apparent reluctance of the public to attend meetings valuable information was received during the Desired State of the Environment phase from those affected, particularly those who are often excluded. In summary this information indicated a high level of desire for apparently mutually contradictory outcomes of any development, viz. the creation of jobs alongside the preservation of access to environmental goods and services.

The reports mentioned above are available in electronic version

A: Original objective (s), outputs aimed for and accomplished solutions (outputs)

Key successes and highlights

- Comprehensive reports supported by a reasonable level of ground-truthing
- Involvement of a number of key stakeholders and regulatory authorities
- Skills transfer through a structured mentorship programme of two officials
- Extensive public participation and concerted efforts to include the marginalised communities in the study area

Limitations and Challenges

- Failure to adhere to stipulated time frames
- Non submission/ late submission of written comments by relevant authorities

How to address challenges

- Participation of role-players to be incorporated in individual's work-plan and performance management system
- Only written and signed comments to be regarded as official comment.
- Correct representation by stakeholders (appropriate expertise, qualification and decision-making powers)
- Appropriate measures such as service-level agreements to be comprehensive to address all project management challenges that may arise

B: Thematic focus areas addressed: Integrated Urban Planning

Component Output	Output Indicator	Means of Verification	Level of Achievement
Integrated Urban Environmental Management implemented in KZN province	Environmental priorities of Urban Environmental Programme included in integrated planning	Adopted EMF in place	Achieved

C: Contribution of overall programme management and organisation; financial management and procurement; programme and component monitoring to achievement of desired outputs.

The overall programmes management and organisation was relatively good and support provided did enhance the achievement of desired outputs. Areas of limitation were mainly around the issues of communication where the flow of information from overall project manager was not always properly filtered through and understood. This led to some frustration as incorrect documents / information would be sent and returned for rectification.

D: Contribution of component institutional anchoring and implementation management (as contained in the attached section 4.4 of the UEM Programme Document) to the successful achievement of the desired outputs.

Component institutional anchoring and implementation management was relatively good. The management of the project was fully integrated with the reporting and monitoring system of the department and the province, therefore, the level of accountability, including financial accountability was very good. Within the Department of Agriculture, Environmental Affairs and Rural Development a structure and mechanisms were put in place to facilitate the access to DANIDA funds and as a result service providers were paid within stipulated time frames

E: Alignment with other Partners within and outside your Component

Alignment was not achieved as there was no time or platforms for such integration to take place. Focus was mostly on individual projects. For this integration to happen it is important that the task of integration be clearly allocated to particular officials and performance in this regard must be appropriately monitored.

F: Best practice and overall lessons learnt about the programme

Project management structures must be set up from the onset and roles clearly defined.

G: Key Recommendations

Full support of receiving agencies or organ of state must be obtained and there must a proper system in place to ensure institutional memory in cases where key role players have to leave their respective organisations before the conclusion of the programme