



## SUSTAINABLE CITIES INTERNATIONAL NETWORK- AFRICA PROGRAMME PROGRESS REPORTS

Day four of the Peer Exchange held on the 24 February 2011 was used to reflect back on the week and was open only to the Dakar, Dar es Salaam and Durban delegates linked with Sustainable Cities International. The main objective was that what was learned must be used to help the three cities to move forward and that the value of the partnerships and links must not be taken for granted. Dialogue between the cities must be ongoing to ensure that the cities learn from each other's successes and failures. Each city presented a progress report.

**The Durban Experience:** The Imagine Durban Project started in 2006 and is a joint project between the eThekweni Municipality and Sustainable Cities International. The aim was to take an integrated, sustainable long term look at the city and develop a plan that could be implemented. Six core themes were developed and in June 2010 the plan was adopted. The strength of the plan comes from its engagement with the community at the visionary process. Imagine Durban has run many demonstration projects and held a successful sustainability exhibition in 2010 to promote sustainability.

Key Lessons learned from Durban:

1. Citizens and employees of the Municipality must be engaged with and involved in the visionary process.
2. Alignment with the IDP and the Long Term Plan is critical for the Long Term Plan to be taken seriously.
3. Progress must be monitored.
4. It is important that children are involved as they are future custodians of our cities and their environments.
5. With regards to monitoring and evaluation, baseline data should be part of the plan at the start and indicators developed with the data that is available.
6. Using as many forms of communication as possible is important so that all citizens are engaged with the plan and take ownership of it.

7. The Imagine Durban department often needs to be reminded that they are a policy unit and not a project team. They are tasked with changing the way people *think* and targeting gaps in policy and implementation. The other units of the Municipality are tasked with implementing the changes.
8. Imagine Durban has been able to influence the IDP (Integrated Development Plan) especially in the greening, energy and biodiversity areas.
9. The demonstration projects have shown departments what can be done. The city hall food garden for example has encouraged other municipal departments to start their own food gardens.
10. The municipality cannot implement the plan on its own and it requires a collective action by all members of society, NGOs, informal traders and businesses.
11. The team needs to be innovative and adapt good practice from other cities to our context.

**The Dar es Salaam Experience:** The Dar es Salaam team did not develop a long term plan like the Durban team did but instead worked with the Sustainable Urban Development Plan (SUDP) that was in existence already, developed by UN-Habitat. Unlike the team in Durban, the Dar es Salaam team works in partnership with the four local authorities, but maintains an independent project office based outside the municipality, which allows more flexibility and opportunity for broader engagement with other stakeholders. Priorities were identified through consultations with each local authority in alignment with the SUDP. Community Demonstration Projects are being used as catalyst activities within communities to engage the different stakeholders and demonstrate how to move forward on implementation activities by starting small and building up. The priority areas for support from our program interventions for 2010-2012 were identified as tourism, waste management and urban agriculture. The Community Demonstration Projects targeted women, youth and sections of the population that are usually excluded from decision making processes. Sustainable Cities has partnered with the Kesho Trust and liaises with the city and municipality on development issues. The Sustainable Cities Program in Dar es Salaam employs two local staff, and is complemented by two Canadian interns under the Sustainable Cities International internship programme.

On the tourism side, the team has been working with tour operators to promote Dar es Salaam as part of a strategy to derive more local jobs through the tourism sector. They have assisted in bringing stakeholders together to work on a city waterfront development project, taxi driver training program, tourism info booth, and private sector member recruitment to the Dar es Salaam Tourism Executive Board. With the urban agriculture project they realised that the needs of the farmers were bigger than initially thought. Program components now include: assisting with the training of urban farmers, legitimising

urban agriculture through the municipal planning processes, and creating a food garden network, using the Durban example.

The Dar es Salaam team is assisting an informal community with capacity building in solid waste collection. A waste collection enterprise has been started in the community by leaders of a community savings group. The enterprise will expand to waste recovery activities once the business model for collection is solid and secure. The Dar es Salaam project team has assisted with procuring equipment, training and engagement with the Municipality to secure the right to collect household revenue for waste collection services. This model will be useful for other informal communities where the municipal collection system is not in place or functioning effectively.

Key Lessons learned from Dar es Salaam:

1. Low capacity community groups require monitoring
2. The local municipality must be acknowledged when working on behalf of local government
3. Stakeholder engagement takes time
4. Understanding the needs of the community when implementing demonstration projects is crucial.
5. The team has linked up similar projects and has been able to influence policy.
6. Partnering with key development organisations and applying for funding has helped increase the scale of the projects.

**The Dakar Experience:** The Dakar team has worked directly with communities and the Municipality on small projects and does not have a Long Term Plan for the city, although a City Development Strategy has been prepared by UN Habitat, and Master Plans have been created in the past that have not been implemented. Undertaking another long-term planning initiative was therefore considered to be the wrong approach in Dakar's context. Demonstration projects were developed to reflect the principles of urban sustainability and integrated strategic planning. Participation by city staff in community demonstration project development, stakeholder and community engagement and implementation is building their strategic planning capacity and demonstrating how small projects can be scaled up to improve the quality of life for city residents. The Sustainable Cities Program Team is managed by a coordinator based in Montreal, and three local staff in Dakar. A multi-stakeholder steering committee provides guidance to the local program activities, particularly the demonstration projects. Partnerships with NGOs and CBOs are an important part of integrating and scaling up the programme in Dakar.

The following projects have been the focus of the activities in Dakar: Governance and urban management, composting, environmental education, consultation in markets, capacity building and the revitalisation of the beach areas.

The team has faced administration and structural challenges. The demonstration projects have started off slowly as elections during the start up phase of the Program delayed progress. Efforts were re-focused on building awareness and support of the Program with the new Mayor and his team early in the new term of office. The result is that the team now has a much stronger level of support and collaboration with the city of Dakar which the team hopes will ensure faster progress on program activity implementation.

Key Lessons Learned from Dakar:

1. Political buy-in is essential for projects to be accepted
2. Community participation from early on is important
3. The value of interns should not be underestimated as they provide much needed support to the team

**Discussion:** The delegates were required to discuss the challenges of monitoring and evaluation and of the planning process in their respective cities. The lessons learnt during the week were explored and the cities were asked to make a commitment to using this knowledge upon their return to their cities. See Appendix 1 for the notes made by each city and the commitments they agreed to. As Councillor Gumede stated at his welcoming address on Day one of the Exchange “feedback at the next Exchange is of utmost importance” and it is hoped that the three cities will be able to report on their progress at the next Peer Exchange in Dakar in June.

## APPENDIX 1: Monitoring and Evaluation and Planning Discussion Notes

### **DURBAN:**

#### *Monitoring and Evaluation*

##### Key challenges:

- Getting responses from various sectors for the indicator survey.
- How do you not get overwhelmed by the scope of all that we feel we need to monitor/evaluate? Where do we start with baselines? How to get people to be honest in their responses?

##### Lessons learnt during the week:

- Understand your audience.
- Work with people that are interested and that want to get involved. Work on the existing structures and events to create a captive audience.
- You might not get a response back but recognise that there may be other impacts vis-à-vis a mindset change.

#### Commitments for Imagine Durban:

- Start small even with baseline data. Work towards statistical validity.

#### *Planning Processes and Resource Mobilisation*

##### Key challenges:

- Finding champions in departments to work with including self-organised associations.
- How do you get other projects/plans to align with the LTDP? Technically how do we do that?
- You need to have very good implementation planning for the implementation phase.

##### Lessons Learnt this week:

- Patience.
- Focus on alignment with the IDP.
- Celebrate the departments.

- Using NGOs in our implementation facilitation.
- Partnerships endorsed by authorities.

#### Commitments for Imagine Durban:

Durban commits to provide technical support /facilitation for anyone who wants to align plan/programme/projects to the LTDP.

#### **DAR ES SALAAM:**

Problem: Finding funding to implement plans

Idea Learnt from the Peer Exchange:

- Finding funding by engaging partners so we pool funds
- Use existing projects (e.g. waste management, urban agriculture) to showcase what can be done.

**Commitment when returning to Dar es Salaam:** Plan to form nucleus committee to catalyse process of:

1. Making fundraising process
2. Deciding on a monitoring and evaluation framework.

#### **DAKAR:**

##### *Monitoring and Evaluation*

Issue: Measure impacts of mid and long term with appropriation by the city

Lesson Learnt: Necessity to have an integrated level of decision like Imagine Durban is becoming a part of the IDP.

**Commitment when returning to Dakar:** Political advocacy at the city hall in terms of sending instructions to technical directors.

##### *Planning Processes and Resource Mobilisation*

Issue: Lack of total decentralisation

Lessons Learnt: Be proactive in the responsibilities areas

**Commitment when returning to Dakar:** Expand the group to engage with directors, city hall and other stakeholders.