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On behalf of:



Federal Ministry
for the Environment, Nature Conservation
and Nuclear Safety

of the Federal Republic of Germany



ORGANIZATIONAL PLANNING FOR CLIMATE CHANGE WORKSHOP

Development Planning, Environment and Management Unit

WORKSHOP NOTES



14 and 15 March 2019
Botanic Gardens Visitors Centre
Durban, KwaZulu Natal

Workshop Participants

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FACILITATORS & PRESENTERS

Nevana Srikissoon (NS)	Performance Monitoring & Evaluation
Jody Fuchs (JF)	Parks, Leisure and Cemeteries
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Lulu van Rooyen (LvR)	Durban Research Action Partnership, UKZN
Zane Abdul (ZA)	Cities Fit For Climate Change (GIZ)

SESSION 1A: WELCOME, INTRODUCTION AND PURPOSE: Sbu Ndebele

Mr. Sbu Ndebele gave the introduction and set the scene for the workshop. He introduced UKZN, DRAP (Durban Research Action Partnership, GIZ /Cities Fit For Climate Change Project and MILE as partners in this process. The purpose of this workshop was to encourage and implement outcome based thinking within our unit to build capacity around climate change and planning and to explore solutions for climate change from a planning perspective with the view to addressing our response to climate change.

The aim is that this will be one of a series of workshops. Outcome based thinking is a drive towards a destination. There is a huge investment politically in climate change adaptation and mitigation, and we have to act now and decisively if we want Durban to become resilient. We need to effect a paradigm shift in the manner in which we make decisions. Cities should adopt efficient design principles in terms of densities, mixed use, transportation, efficient building. Planning needs to address rapid urbanisation and create compact cities.

SESSION 1B: SETTING THE SCENE FOR TEAM EFFECTIVENESS AND OUTCOMES BASED THINKING:

Nevana Srikiissoon & Jody Fuchs

Context and Team effectiveness: The purpose of the workshop is to integrate climate change thinking into urban development. Cities need to think smarter and make themselves resilient. We need to plan how we want the city to move forward, especially in terms of climate change.. Globally cities are taking drastic measures in this – how far is Durban? We are required to report to National Treasury in terms of Circular 88. National Treasury wants us to measure indicators on climate change mitigation and adaptation – are we achieving this? Institutions like municipalities are known to work in silos. We need to bridge these silos and pull all stakeholders (municipal and non-municipal) together. We need to understand each other's roles and mandates. We need to work in teams and be "solutions" based.

SESSION 1C: GROUND RULES AND- EXPECTATIONS: Jody Fuchs

A pre-workshop evaluation was conducted. The majority of participants attended the workshop to understand how to address climate change issues in the town planning scheme, how work processes and outputs can be adapted to create a resilient city, including developing clear intervention measures for planners to implement. Other main expectations included gaining knowledge to improve work outputs, and learning more about climate change impacts and mitigation. One expectation was to improve climate change communication to communities.

Participant's expectations are listed below:

<ul style="list-style-type: none"> • What are the gaps between Planning and the integration of Climate Change issues and solutions? 	<ul style="list-style-type: none"> • How can we address these challenges, i.e.; mitigate effects while planning?
<ul style="list-style-type: none"> • How can I be better driven towards outcome based thinking within the context of climate change? 	<ul style="list-style-type: none"> • How can we work as a team across the city to ensure that we (city) are better off than before?
<ul style="list-style-type: none"> • To understand the climate related interventions happening in the eThekweni and how it all fits together 	<ul style="list-style-type: none"> • How to successfully integrate city planning with climate change within the South African and African continent
<ul style="list-style-type: none"> • To get a better understanding of climate change 	<ul style="list-style-type: none"> • How can planning assist in climate change?
<ul style="list-style-type: none"> • Do you have to have a good understanding of environmental impacts / climate change to make a difference? 	<ul style="list-style-type: none"> • Are we as planners equipped to assist
<ul style="list-style-type: none"> • How to mitigate climate change 	<ul style="list-style-type: none"> • To strategize climate change technology and barriers, sustainability goals
<ul style="list-style-type: none"> • To learn more about the effects of climate change 	<ul style="list-style-type: none"> • To fully understand role of the branch
<ul style="list-style-type: none"> • Clear road map of integrated approach to address this change 	<ul style="list-style-type: none"> • Economic goal sustainable value creation
<ul style="list-style-type: none"> • Population growth, capitalism vs socialism 	<ul style="list-style-type: none"> • Dated – recent data reinforced this message
<ul style="list-style-type: none"> • How do we change output based thinking? 	<ul style="list-style-type: none"> • Climate change – long term, what and how it will impact on Land Use Management
<ul style="list-style-type: none"> • To have a well-run workshop that is successful in getting people involved and thinking critically 	<ul style="list-style-type: none"> • Understand Organization change
<ul style="list-style-type: none"> • Understand Outcome based thinking 	<ul style="list-style-type: none"> • How do we implement and in-calculate the urgency for climate change in all departments?
<ul style="list-style-type: none"> • Any idea of where this responsibility lies – who is the ultimate drive? 	<ul style="list-style-type: none"> • Gain knowledge on how outcome based thinking would be applied to tackling issues of climate change
<ul style="list-style-type: none"> • How will the above knowledge be used to inform our (DPEM) business plan? 	<ul style="list-style-type: none"> • Knowledge sharing and understanding of our roles in responding to climate change
<ul style="list-style-type: none"> • Building consensus on a way forward to mainstreaming climate change responses "Together" 	<ul style="list-style-type: none"> • Making a tangible change to our schemes to align with environmental / climate change priorities
<ul style="list-style-type: none"> • Aligning our processes to deliver the above 	<ul style="list-style-type: none"> • How to integrate climate change planning into development planning and management
<ul style="list-style-type: none"> • To connect with colleagues on climate change and learn where their interests are 	<ul style="list-style-type: none"> • Explain why "organizational" planning?

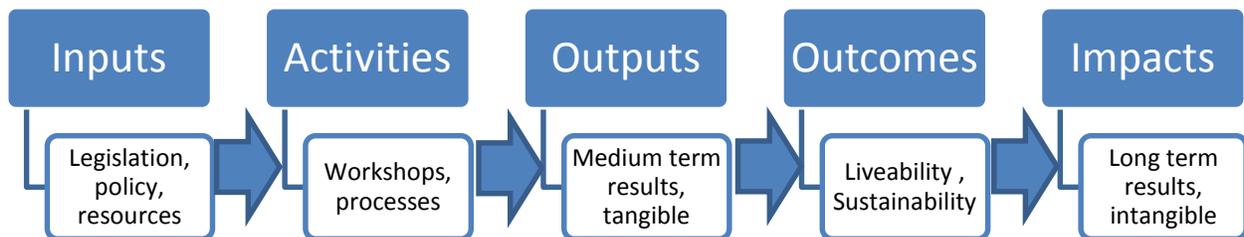
SESSION 1D: VIDEO: TEAM EFFECTIVENESS: Nevana Srikiissoon & Jody Fuchs

A number of team effectiveness videos were shown to showcase the positive and negatives of different types of team work, the need for respect, that Outcomes based thinking relies on team work and that there are different ways of achieving teamwork. Team work is fundamental to the effectiveness of the organisation.

SESSION 1E: INTRODUCTION TO OUTCOMES BASED THINKING: Nevana Srikiissoon & Jody Fuchs

This section highlighted the global development agenda and the context in which eThekweni works. Our IDP was explained from vision to action: from a defined vision (where we want to be), to making choices (what we want to do), developmental principles (how we are going to do it), to 8 action plans (city plans to make it happen). This is based on the social development strategies filtering down from global to local – from the Sustainable Development Goals (SDG’s) to the National Development Plan (NDP) to the Provincial Growth and Development Strategy. The SDGs challenges us to change the current rules governing the way we are doing things. We’re here to rewrite, change and reshape the rules about how we work. The City has six pillars of social development strategy, and how we plan the city will impact all the 6 pillars.

Outcomes Based Thinking: An introduction to Outcome Based Thinking was given – Outcomes Based thinking is about a “destination”. It needs to be applied by the organisation and is embedded in strategic mind sets. Thinking strategically is the art and science of holistic organizational and long term thinking. The Unit needs to make a paradigm shift from our silo based, fragmented thinking to holistic thinking. The typology of organisational thinking was explained and a guide to the outcomes based approach and the outcomes based causal chain - inputs-activities-outputs-outcomes-impacts – were illustrated. Outcomes based thinking can be defined as “a fundamental change of an individual or society’s view of how things work in the world”. People have either a fragmented or holistic mind-set. You need both types of thinkers in an organisation. A silo or fragmented thinker is isolated, activity based and focuses on organisational restructuring. They believe the whole is the sum of the parts. A holistic thinker starts with a vision and destination, defines the purpose, then process then the parts. The whole is more than the sum total of its parts. A holistic thinker is an outcomes based thinker. We typically identify activities before we define our vision / outcome / impacts. Impacts measure what we want to achieve. Impacts such as social cohesion are the hardest to measure. “Measure what is measurable and make measurable what is not” (Galileo). It is important to also understand the risks and dependencies if we want to mainstream and take a long term view of climate change.



The case of Edmonton (City of Canada) was used to illustrate this. We need to ask the question: What are the desired long term results we want to achieve? In the planning process we need to establish what is happening, who are the stakeholders, what matters most, which issues, which impacts and informed by a vulnerability assessment. Are we doing this?

In sum, to adequately address climate change, we need to take a long term view and it must be mainstreamed in everything that we do.

SESSION 2A: OVERVIEW OF DPEM BUSINESS PLAN AND ROLE IN CLIMATE CHANGE: Sbu Ndebele

After tea Mr. Ndebele introduced the current accepted business plan of the Unit. The IDP has got 8 plans to assist eThekweni in fulfilling our vision. The first plan belongs to DPE&M, and forms the basis of our contribution to the IDP. Plan 1 makes provision for developing our spatial, built and natural environment thus ensuring development and growth in the city. The desired outcome is that citizens will be able to access and meet their needs in the present and the future. Plan 1 is our business plan, and leads to our projects contributing to our vision. Our unit is responsible for the SDF – which is the translation of the IDP. The SDF vision – to be a socially equitable, environmentally sustainable, resilient and functionally efficient Municipality by 2030 is in line with IDP and vision for the municipality. The challenge is how we ensure that climate change adaptation and planning is aligned with an outcomes based thinking approach.

SESSION 2B: CLIMATE CHANGE “CONVERSATION STARTER” Lulu van Rooyen



The open source resource developed by WESSA (Wildlife and Environment Society of SA) was used as a tool to explore the concepts of climate change. Divided into four groups, participants were given visual cues. They then needed to identify the correct picture in response to a climate related question. Although there was insufficient time to discuss the various cards and their climate impacts (and all agreed this would have added more value to the exercise), the activities demonstrated some serious rivalry between the teams and was an effective ice breaker that assisted with enabling more effective team work required later in the workshop. It also gave an indication that there is still misconceptions about many climate change concepts, which will have to be addressed in the future.

The WESSA 'Puzzling climate change' tool was used to establish a baseline of climate change with the participants. As a form of unlocking and sharing knowledge participants were asked in groups to reflect on four questions:

- 1. From your perspective, what are the current limitations to switching to 'greener' energy? And of these limitations, which ones do our Unit have some control over?** Limitations are cost, practicality, no incentives, no rebate. Controls should be relaxed for green initiatives. Legislation is rigid. Industries are precluded. Little political will. Tariffs are council controlled. There are limitations around understanding green energy.
- 2. How can our Unit contribute to or facilitate eThekweni residents to switch to more efficient means of transport; and/or travel shorter distances to work, schools, shopping- and recreational areas?** Have the opportunity to give input into public transport planning. Policy around decentralizations/densification nodes – living closer to work. Working from home should be encouraged. Promoting cycling and efficient, cheap, high quality public transport services, and green energy usage. Transport corridor planning, road narrowing.
- 3. Durban is lauded for the way D'MOSS is integrated as a layer into the town planning schemes in the City to ensure optimal protection. Do you think this is being successful, and what are the limitations?** D'MOSS is successful as a protective layer, but there is a lack of understanding from the public of the importance. Lack of accessibility for all residents and safety in D'MOSS areas. Has anyone done a cost-benefit analysis on the service received from D'MOSS?
- 4. What are the opportunities and disadvantages of using solar technology in Durban?** Solar Water Heaters and heat pumps, cost and buy back. Cost and theft. Atmospheric pollution and cloud cover - Durban has a lot of rain. Implementation at scale with housing. Few incentives.

SESSION 2C: THE GLOBAL PERSPECTIVE TO CLIMATE CHANGE CONTEXT ENVISIONING DURBAN'S CLIMATE CHANGE FUTURE & VIDEO: Sean O'donoghue

After the climate conversation starter SOD showed a TED Talk on "Envisioning Durban – A Climate Friendly Future". He gave an introduction to Climate Change – differentiating between weather and climate. "Weather is what you get and Climate is what you expect" He highlighted the human and natural causes of climate change and global and local impacts and possible solutions. SOD highlighted the threat of increasing temperatures and precipitation, rising sea levels and storm surges. Climate change means more extremes, particularly HEAT, DROUGHT and FLOODS. Although we (the city) have been involved in a number of climate change projects – he asks "How can you get involved?" There is a need for an integrated and effective climate change response. We need to undertake climate change assessments, identify potential projects, focus on governance and implementation with strategic development and research, use the Durban Climate Change Strategy (DCCS), and the legal mandate. He emphasised that there are a lot of impacts, but also many opportunities created by climate change.

SESSION 2D: GLOBAL PERSPECTIVE: CLIMATE PROOF URBAN DEVELOPMENT: LESSONS LEARNT FROM THE CITIES FIT FOR CLIMATE CHANGE PROJECT: Zane Abdul (Cities Fit for Climate Change Project, GIZ)

The next session focused on Best practice and lessons learned from the Global Project “Cities Fit for Climate Change”. The Cities Fit for Climate Change initiative focuses on urban development, planning, and design; climate change mitigation and adaptation, and climate financing with Germany and three partner countries. A Sourcebook on climate proof urban development is being developed, which will include the Durban experience, the other CFCC partner cities Chennai and Santiago de Chile and, other cities that are part of the CFCC network. There are a number of principles and objectives of climate proof urban development that is under consideration namely 1) Inner City development, 2) Mixed uses over short distances, 3) Enhancing green areas, 4) Mainstreaming adaptation. The sourcebook further unpacks fields of action that guide the approach namely: Governance and Management, Measures from Policy to Action, Policies and Strategies, and Capacity Development. In this process a planning framework for climate interventions in the City is being set up. In Durban the DCCS was used to analyse the extent of Climate Resilience in spatial planning. The recommendations and an itemised action plan (CRISP) for each of the 10 themes in the DCCS were developed through a participatory process and incorporated into the SDF. The problem is that climate change has no boundaries, and the Unit has limited control. But there a few key considerations that counts for the city, and there are a lot of things happening in Durban already. We need to be strategic and coordinated thinkers. Spatial considerations (the unit of analysis) for interventions are important. The iSiphingo Urban Regeneration Plan was shown as an example of an intervention, and how this is being approached.

SESSION 2E: STATE OF CLIMATE CHANGE IN DEVELOPMENT PLANNING IN ETHEKWINI: Helene Epstein (SSP) & Claire Norton (LUMS)

Climate change responses within Spatial Planning and Land Use Management were discussed. Increasing temperature, more intense rainfall events, sea level rise and storm surges along with increasing pressure for coastal development, added to the risk of coastal erosion, and the need for coastal & stormwater management was put in the spotlight. Other impacts arising from urbanisation and densification are urban heat islands. It is important that we build resilient cities. On the 25 September 2015, 193 countries adopted the Sustainable Development Goals (SDGs) as a new global agenda. SDGs are about building an inclusive, sustainable and resilient future for people, economy and planet. They attempt to harmonise three core and interconnected elements: (i) economic growth, (ii) social inclusion and (iii) environmental protection. Basically, SDGs are a set of goals towards *ending* poverty, ensuring prosperity and protecting the planet. Each SDG has a target for local government across all departments. The question is whether the Unit and the Municipality have a structured response to the SDGs and a possible budget linked approach that would provide “a dashboard of where and on what projects, funds are allocated and to which SDG they respond” was given as an example of best practice. Another example globally of a best practice approach i.t.o. city planning is not a big bang approach or mega projects, but rather small, but impactful, steps at a local level. There are various small interventions in communities to create

spaces/networks to address climate change (for example setting up advice offices in communities and working closely at building a relationship with communities over time). Such examples will need us to broaden our minds on different interventions, different types of zonings, different spaces, and different events. The Unit has been involved in coastal planning and management (by adding the coastal erosion line to the SDF), using D'MOSS and catchment based planning as a planning tool and undertaking the Climate Resilience Implementation Plan for Spatial Planning. They're hoping to make more significant input through the Strategic Environmental Assessment (SEA). Furthermore, the Unit is promoting densification, and efficient public transport and we are now promoting Active Mobility networks – cycling, walking etc), which still needs momentum and implementation. In terms of Urban Heat Islands, the 'Cool Durban' project developed an Urban Heat Island model across the entire municipal area, which showed that there is a difference in temperature between urban, suburban and surrounding areas, and a direct negative correlation between green areas and heat. The iSiphingo Climate Design Lab took this information a step further, down to a local area. It was noted with concern that the causes of urban heat islands (such as reduced vegetation, building materials that absorb heat, height and spacing of buildings that block cooling winds, local wind patterns and weather conditions) will also be exacerbated with climate change, so urban design and orientation of buildings is another important issue to consider when planning.

The Paris Agreement set timelines for how quickly the world must change its course - by 2050, all major business sectors are to be operating in a state of essentially zero carbon emissions, all *new* buildings must operate at net zero carbon from 2020, and all buildings must operate at net zero carbon by 2050. The eThekweni Municipality is participating in the C40 South African New Buildings Programme – which aims to ensure that by 2020 all new buildings emit zero emissions. The National Building Regulations and Building Standards Act already requires a reduction in greenhouse gas emissions in respect of new buildings, such requiring the adoption and implementation of renewable and alternative energy technology solutions. To mitigate against negative impacts from badly planned and installed renewable energy technologies control measures must be established. The Land Use Management response has been to propose amendments to the various Land Use Schemes, and a number of scheme intentions will be introduced. Technical Installations Guidelines will be submitted for Freestanding Solar Water Heaters or Photovoltaic (PV) Installations, Water Heater and Photovoltaic installations attached to a roof, and Wind Turbines

QUESTIONS WERE ALLOWED FROM THE FLOOR. These were:

- 1) **What is the end-goal of economic transformation?** There exist different types of ‘capital’. So if eM is a service deliverer creating opportunities for sustainable capital that includes natural capital too. Economy in its current form will not survive.
- 2) **Will the workshop be repeated in other Units?** The idea is to roll similar workshops out as part of mainstreaming climate action into line functions. There is still a long way to go to achieve this, and the exact format and timeframe is not yet known.
- 3) **What is meant by the negative feedback loops of the ‘good spin-offs’ of climate change?** The mention of the ‘good’ spin-offs in the presentation of SOD was to raise the idea that there can be opportunities within climate change as well. This includes things like climate finance for adaptation projects not only linked to climate change, experimenting with innovation, and finding new ways to address complex problems.
- 4) **Do we understand the value of the trade-offs with ‘green energy’?** This has been investigated and the information is with the Energy Office.
- 5) **What is natural change?** The natural climatic changes that happen over geological time.
- 6) **Is there a discussion around population growth and its contribution to climate change?** This is not straightforward as it is embedded in socio-cultural histories and contexts. It also has an ethical side to it – you can’t force people to have fewer children. However, it has been noted that in developed countries population growth does stabilize. This brings other problems, like an aging population and not enough of a middle-aged workforce to drive the economy.
- 7) **Why is coal still being pushed as a high-level priority?** South Africa is turning away – we are obliged to – because of the Paris Agreement. We want to avoid CLIMATE CHANGE impacting our economy, and although it is slow it is happening (globally too). In South Africa Eskom revenues is linked to coal. The fact that generation will be de-coupled from distribution is a good first step, and an opportunity for green energy to enter the market. There is a commitment from government toward green energy, and as it becomes mainstreamed the cost will go down.
- 8) **Are there strategies in place to enable us to engage more with external stakeholders on these issues? How many of us are even using green energy?** A lot of engagement is currently on a project basis, and mitigation is easier to motivate for than adaptation. But there are examples of interventions happening in Durban where this is happening, like Sihlanzimvelo.
- 9) **Is it possible to balance sequestration with generation?”** “Yes, and it will be necessary to do this in order to limit temperature increase to no more than 1.5 C. To do this we will need a suite of tools, including reforestation, renewable energy, energy efficiency, changes to how we produce GHGs and carbon capture and storage.”
- 10) **There are some good interventions, but all may not be implementable in our context, e.g. transport (cycling, i.t.o. distances to work).** We do realise the effect of the Durban/SA legacies, and some interventions may not be applicable because of this. We need to contextualise our solutions – Find African solutions for African problems, which can be innovative and transformative. We do not have to follow European examples, but it is also about effecting a paradigm shift. A generation ago a car was part of a German family – nowadays it is seen as uncool for young people to have a car. We need to shift the paradigm in SA too.

11) Africa is still developing and now communities are being told we shouldn't follow the example set by developed countries. The international communities supporting climate adaptation do realise this and therefore assimilates climate funding for developing countries, to help overcome this problem. But for this to be effective we need to have a functioning and effective government, functioning and effective implementation mechanisms and social cohesion.

SESSION 3A: SWOT JOURNEY: LOOKING AT THE CHALLENGES AND MOVING TOWARDS THE PURPOSE: Genevieve Hartley

Four groups were formed and asked to identify a list of key strategic challenges to incorporating climate change into planning. The challenges of the groups were prioritised. A summary of the main points of discussion that came from the tables during feedback is given below.

- Planners are pressured to push development for economic reasons.
- Planners feel ill-equipped to assess applications related to climate change, and do not understand the need to ask for applications regarding climate change interventions like green energy, and feel that legislation should be relaxed around climate change adaptation interventions to avoid additional cost and delays.
- Limited Greenfield spaces – Durban is very developed with a lot of hardened spaces where interventions are limited.
- Challenges with Brownfield regeneration – sites are already developed and have private owners – how do we get private owners to buy in and implement our strategies for climate change?
- As much as there is a need to come up with legislation to implement climate change interventions, there doesn't appear to be enough awareness on the ground. It cannot be only decision-makers who need to think about implementation – residents should also be aware and we need public participation and community buy-in. Residents from previously disadvantage areas or from informal settlements are completely oblivious to the consequences of their actions i.t.o. climate change.
- Planning with traditional leaders with regards to anything is challenging. How do we control development on the dunes, for example in Mnini?
- There is a lack of political will– politicians being at the forefront need to drive implementation
- There appears to also be a lack of organisational project/programme maturity and transversal management – can we coordinate and manage groups effectively, and how do we ensure compliance throughout the process? The missing component from Outcome Based Thinking is the monitoring and evaluation part. Furthermore, many departments play an important role in the planning process, but these stakeholders are not present at this workshop.
- Another important issue raised was keeping the balance between economic sustainability and climate change adaptation? The communities who are direly affected by climate change are also the ones that need economic stimulation.
- Many decisions are politically-driven. Policies may be in place but with the final decision-making the politicians have the final say.
- There is a lack of in-house resources regarding data collection and analyses.

- National policies contradict climate change policy. E.g.: we are pushing coal-usage in SA, not renewable energy. We are not speaking about how population growth, supported by government subsidies, is anti-climate change

The full list of challenges collated by the participants is:

<ul style="list-style-type: none"> • Immaturity of organisational programmes and projects 	<ul style="list-style-type: none"> • Lack of political will to drive implementation
<ul style="list-style-type: none"> • Politically driven decision making 	<ul style="list-style-type: none"> • Planning within traditional governance areas eg. How to control development on sand dunes in Mnini
<ul style="list-style-type: none"> • Lack of community participation and public awareness 	<ul style="list-style-type: none"> • Historical deprivation of communities makes them more likely to resist the climate change conversation
<ul style="list-style-type: none"> • From a national level awareness of climate change and environmental issues should be driven more vigorously 	<ul style="list-style-type: none"> • Balance between economic, sustainable and climate change adaptation
<ul style="list-style-type: none"> • Social attitude and awareness 	<ul style="list-style-type: none"> • Are planners equipped to assess / decide on applications relating to climate change issues
<ul style="list-style-type: none"> • Why ask for applications – additional delays / costs for applications 	<ul style="list-style-type: none"> • Economic versus Environmental
<ul style="list-style-type: none"> • Economic and political for development VS Environmental protection and social cohesion 	<ul style="list-style-type: none"> • Economic and political pressures for favorable environmental authorizations
<ul style="list-style-type: none"> • Limited opportunity to address existing unsustainable development 	<ul style="list-style-type: none"> • National legislation contradicts CLIMATE CHANGE policy e.g. Energy: IPPS, Population Growth, Grants
<ul style="list-style-type: none"> • Lack of legislation 	<ul style="list-style-type: none"> • Lack of flexibility in policies and legislation framework
<ul style="list-style-type: none"> • Customize international policy to SA 	<ul style="list-style-type: none"> • Limited Brownfield regeneration
<ul style="list-style-type: none"> • Limited Greenfield (few vacant spaces) 	<ul style="list-style-type: none"> • Need more relaxed legislation
<ul style="list-style-type: none"> • No communication and awareness building at national level 	<ul style="list-style-type: none"> • Lack of education w.r.t climate change
<ul style="list-style-type: none"> • Little Public participation and buy in 	<ul style="list-style-type: none"> • Lack of transversal management
<ul style="list-style-type: none"> • Lack of in-house resources i.t.o. data collection and analysis 	<ul style="list-style-type: none"> • No roll-out to grass-roots level and no strategy to ensure this
<ul style="list-style-type: none"> • Lack of solid and integrated enforcement across sectors 	<ul style="list-style-type: none"> • Implications of not being environmentally conscious or aware are not implicit
<ul style="list-style-type: none"> • No balanced and holistic reassessment of bylaws and regulations for industry/homeowners/upmarket/low cost areas. 	<ul style="list-style-type: none"> • Implementation of national legislation is not rolled out fast enough. International policies should be customised to SA
<ul style="list-style-type: none"> • Finance should be made available to implement projects and business should contribute 	<ul style="list-style-type: none"> • Poor social attitude
<ul style="list-style-type: none"> • Urbanisation 	<ul style="list-style-type: none"> • Capacity
<ul style="list-style-type: none"> • Alignment 	<ul style="list-style-type: none"> • Social Housing
<ul style="list-style-type: none"> • Each property owner has an expectation to develop their site, regardless of geographic location 	<ul style="list-style-type: none"> • Economically-driven decision-making, e.g. agriculture vs other ones (industry/business) that brings in more rates

<ul style="list-style-type: none"> Historical injustices to communities have rendered them unable to respond and adapt to change 	<ul style="list-style-type: none"> Measures introduced into the schemes won't necessarily be taken up by communities as solar power etc remains expensive to implement and there is a lack of incentives to do this.
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This list was prioritised, and the top challenges were grouped into the following main challenges:

1. Lack of Community Consultation & Public Awareness
2. Conflicting Legislation
3. Lack of Political Will
4. Limited Opportunity to Address Existing Unsustainable Development
5. Lack of Transversal Management

The participants were then asked to co-explore the underlying causes of each of the five challenges as a collective group. Thereafter one strategic goal to address each of the five challenges was formulated. In five groups three to five strategies were developed for each cause under each challenge. The results are in Table 1:

Table 1. Challenges, Causes, Goals and Strategies to Implement Climate Change into Urban Planning.

CHALLENGES What to Change	UNDERLYING CAUSES	STRATEGIC GOAL What to Change to	STRATEGY How to Cause Change to Happen	
Lack of Community Consultation & Public Awareness	<u>Cause 1</u> There is a lack of understanding of the people in touch with communities about climate change.	eThekwini communities to be climate smart, aware, empowered and active	<u>Strategy 1</u> Empower staff through education and training first	
			<u>Strategy 2</u> Then create awareness amongst communities (schools, using existing community structures, use of posters / workshops – using communication materials)	
			<u>Strategy 3</u> Identifying a champion in each region?	
			<u>Strategy 4</u> Use Community Participation resources to assist.	
	<u>Cause 2</u> Where there is understanding there is a lack of financial resources to communicate widely			<u>Strategy 1</u> Pool internal resources (people, skills, funding)
				<u>Strategy 2</u> Apply for external funding
				<u>Strategy 3</u> Use our internal communication resources more effectively
	<u>Cause 3</u> We're not thinking smart. We don't understand the methods of getting to the people on the ground.			<u>Strategy 1</u> Free app to access information and data
				<u>Strategy 2</u> Develop a toolkit of materials (media information, in local language, use of social media, branding)

	Radio stations? Newspaper? Social media? Public meetings? Why isn't it in the schools?		<u>Strategy 3</u> Roadshows including malls and hotspots, preschool upwards, beach front, Umhlanga Promenade.
	<u>Cause 4</u> A lack of communication internally (the municipality is also a 'community')		<u>Strategy 1</u> Add a WSP course on Climate Change
	<u>Cause 5</u> Collaborative planning approach in communities. Planning with the people as opposed to planning for the people.		<u>Strategy 2</u> Sharing of information across departments (
			<u>Strategy 3</u> Add "Interdepartmental Communication" to IPP of the DCM's and HEADs of all different departments
Conflicting Legislation	<u>Cause 1</u> Lack of specific pieces of legislation related to climate change	Develop an overarching municipal by-law to address climate change	<u>Strategy 4</u> : Communication must be shared from the top to bottom. All employees need to be empowered.
	<u>Cause 2</u> The major consumers (e.g. industries) are exempt from energy efficiency in buildings (in the building industry)		<u>Strategy 1:</u> Use local knowledge to develop a vulnerability strategy.
	<u>Cause 3</u> Silo-mentality. Even from a governmental perspective there is no overarching attempt to avoid conflicting legislation. Lack of coordination. Also on a local level – lack of integration.		<u>Strategy 2:</u> Work with local community groups, environment social / sports clubs. Use these partnerships to support local initiatives.
	<u>Cause 4</u> As a country we are over-legislated.		<u>Strategy 1</u> Review the Municipal by-laws to include Climate Change.
			<u>Strategy 2</u> <ul style="list-style-type: none"> Formulate a submission to the National Regulator for Compulsory Specifications (NRCS) to review the legislation. Research into and development of an incentive policy for the City that is all encompassing i.e. includes Climate Protection incentives
			<u>Strategy 3</u> <ul style="list-style-type: none"> Approach NT City Support Program to establish a forum to discuss Climate Protection and inter- governmental cooperation Set up an inter-departmental forum for Climate Change to coordinate City efforts and inform City Strategy
			<u>Strategy 4</u> Formulate a submission to the National Regulator for Compulsory Specifications (NRCS) to review the legislation to allow for discretionary relaxation at City level.

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Lack of Political Will	<u>Cause 1</u> Limited timeframe of politicians in office and their own agendas they're pushing in that short time	Conscientise the politicians on climate change	<u>Strategy 1:</u> The Induction Workshop for new Councillors to be expanded to include all Climate Change, Environmental and Development planning issues in context.
			<u>Strategy 2:</u> All reports for Council to include a Section on Climate Change Implications for each project and potential mitigation measures.
			<u>Strategy 3:</u> Produce an Easy Reader Brochure on Climate Change for the Councillors and their communities to increase understanding.
			<u>Strategy 4:</u> Encourage Political Parties to prioritise climate change.
<u>Cause 2</u> Aligning and linking outputs of planners with political interests		<u>Strategy 1:</u> Full involvement of political/traditional leaders in Local Area Plans or other projects from the beginning to ensure and entrench political support.	
		<u>Strategy 2:</u> Develop short term projects and interventions for Climate Change that impact at a local level.	
		<u>Strategy 3:</u> Climate Change actions to be set as performance targets for politicians and urban practioners.	
		<u>Strategy 4:</u> Encourage political will to allocate budget for Climate Change Projects.	
<u>Cause 3</u> Vested interests in the funders of the political campaigns		<u>Strategy 1:</u> Subsidise Ward based Climate Change projects.	
		<u>Strategy 2:</u> Private companies to get recognition for Climate Change as a political social intervention.	
		<u>Strategy 3:</u> Political funders to get recognition and incentives for campaign funds ring-fenced for Climate Change projects.	
		<u>Strategy 4:</u>	
<u>Cause 4</u> Short term visions of politicians that have destructive environmental outcomes		<u>Strategy 1:</u> Climate change programmes to have long term projects that are robust enough to survive different political terms.	
		<u>Strategy 2:</u> Educate communities to force their political representative to recognise Climate Change as a political mandate.	
		<u>Strategy 3:</u> Create a "Green Flag "competition for Wards with the best Climate Change ideas and practice.	
		Strategy 4"	
<u>Cause 5</u>		<u>Strategy 1:</u> Improve Inter-governmental relations to management development	

	Processing of licenses/authorisations – planners get blamed for delays in service delivery (projects don't take off in politicians' terms).		<p>authorisations in terms of legislation with the support of the Political sphere.</p> <p>Strategy 2: Political intervention to make sure National and Provincial departments keep to their timeframes in terms of decisions.</p> <p>Strategy 3: Improve communication with politicians around the processes of development and challenges to get their understanding.</p>
	Cause 6 Dual governance		<p>Strategy 1: A Workshop to be introduced for all Traditional Leaders and expanded to include all Climate Change, Environmental and Development planning issues in context.</p> <p>Strategy 2: Annual information sharing Workshops with all Councillors and Traditional Leaders to update them on new legislation and policies or trends.</p> <p>Strategy 3: Empower Councillors and Traditional Leaders to embrace the opportunities of mitigation measures for Climate Change, rather than fear them.</p>
			<p>RESPONSIBLE CHAMPION</p> <p><i>The Durban Climate Change Strategy Technical Task Team remains the main Steering Committee. The DCCSTTT reports to the Political Parties and therefore should be the forum to engage Politicians around the above Strategies.</i></p> <p><i>There is however the need to expand the DCCSTTT reporting structure to include Traditional Leaders, Councillors as well as Community stakeholders.</i></p>
Limited Opportunity to Address Existing Unsustainable Development	Cause 1 Limited opportunities for appropriate infill areas for new developments that can be climate-proof	Commitment to a compact, resilient climate-smart city	<p>Strategy 1</p> <ol style="list-style-type: none"> 1. Inner city land is municipal owned land and by setting an example and showing initiative on their own land, showing developers how to successfully develop.
	Cause 2 Land is sometimes available but it is privately owned		<p>Strategy 2</p> <ol style="list-style-type: none"> 1. Incentivize private developers to build in 2. It is expected from them 3. Private/Public partnerships (joint developments) 4. Planning – incorporate climate change into appropriate levels of planning process

			<ul style="list-style-type: none"> a. Build in spatial planning document b. When development approvals incorporate conditions/incentives eg green building incentives policy
	<p><u>Cause 3</u> We do not look at natural capital value and the benefits lost from this area if developed. We look more at economic value of developing an area.</p>		<p><u>Strategy 3</u></p> <ul style="list-style-type: none"> 1. Strategy to integrate/balance socio economic & environment factors <ul style="list-style-type: none"> a. At 3 levels – Planning, Implementation, decision making 2. Make attractive to people by highlighting the long term benefits of protection of our environmental assets. Finding flexibility by establishing offsets aligned to an adopted policy. 3. Build a matrix which will be implemented through a guideline norms and standards document/bylaw
	<p><u>Cause 4</u> Developers with money are willing to develop in inappropriate places – there is little ability to influence this</p>		<p><u>Strategy 4</u></p> <ul style="list-style-type: none"> 1. Officials must uphold decisions & not be influenced by wealthy developers 2. The ratification process must be removed from the environmental legislation as this allows for unauthorised devastation of the environment by obtaining retrospective approval. 3. Implement consequence management
	<p><u>Cause 5</u> Lack of control over land grabs and informal settlements</p>		<p><u>Strategy 5</u> COMMENT: This is a complex and highly political challenge and should be addressed by informed and better top leadership.</p> <ul style="list-style-type: none"> 1. An empowered and strengthened unit (red ants) which has a rapid 24hour response to unauthorized occupation of land. Recent judgment supports this view
	<p><u>Cause 6</u> Developers use sustainable development as a marketing strategy and then fail to deliver on these promises</p>		<p><u>Strategy 6</u></p> <ul style="list-style-type: none"> 1. Implement punitive measures which may include: <ul style="list-style-type: none"> a. Database of transgressors to consider during the approval stage, consequences to other developments. b. Name and shame policy with blacklisting for repeated offences.

Lack of Transversal Management	<p><u>Cause 1</u> There is a lack of will to choose one unit/department to act as a central coordinator. Everyone still wants their own silo</p>	Commitment to outcome based business planning	<p><u>Strategy 1</u> For development applications, use the DCCS TTT sub-committee for expert advice on climate change flags within sectors (output).</p>
			<p><u>Strategy 2</u> Unit needs to develop an integrated, outcomes-based business plan that is aligned with the DCCS.</p>
	<p><u>Cause 2</u> We follow the organogram to implement projects as opposed to formulating project management teams. We do not know who are the main stakeholders within the municipality to include in project management teams. Each department follows their own managers. Lack of delegation.</p>		<p><u>Strategy 1</u> The integrated business plan will have dependencies, and from this collaboration can be developed.</p>
			<p><u>Strategy 2</u> Bringing PME, Risk and Communications on board as stakeholders in this process.</p>
	<p><u>Cause 3</u> We do not really understand the concept of outcome based thinking within the municipality. We are not geared to implement in this manner.</p>		<p><u>Strategy 1</u> Pursue education exercises in respect to outcome-based thinking.</p>
	<p><u>Cause 4</u> We do not understand our collaborators and dependencies. Who do we need to collaborate with to attain outcomes and who are we dependent on to attain outcomes.</p>		<p><u>Strategy 1:</u> Deal with Clause 3 first, then that will allow implementation of Clause 1, which will enable us to follow a strategy for this clause.</p>
<p><u>Cause 5</u> Hierarchical Organisational culture that has a lot of red tape and requires a lot of approval processes. Delegation of power – power is centralised at the moment.</p>		<p><u>Strategy 1:</u> With an approved Unit Business plan, this clause would be included as part of organisational culture. Where changes are needed, these can be pursued according to proposed structure.</p>	
<p><u>Cause 6</u> Ineffective Performance management.</p>		<p>The SDBIP Scorecard should be able to address organisational inefficiencies. We need to understand how the PME is not operating</p>	

			optimally to fix this. Roles and responsibilities need to be clarified.
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WAY FORWARD AND CLOSING REMARKS

The workshop aimed to shift paradigms from a fragmented silo based thinking to a holistic view of the Unit in order to review the current Unit business plan (Plan 1 of the IDP) with a climate change lens and to develop an integrated business plan. The workshop programme was set up to traverse and bring together three major thought- and operational processes – Outcomes Based Thinking, teamwork and strategic organizational planning around climate change and City planning.

NS gave the way forward and closing remarks on behalf of Mr Sbu Ndebele.

This workshop was the first step to reviewing the Unit’s business plan through a climate change lens. The participants were thanked for their enthusiastic participation and the level of engagement from the group, which gave an indication of teamwork in action. All the comments, concerns and inputs from the group during the workshop have been noted, and will be addressed and incorporated going forward. A proposal has already been submitted to develop a Unit business plan that is aligned with the Durban Climate Change Strategy. The way forward will be:

By the end of March 2019 the existing business plan will be reviewed, with the intention of revising the purpose, mission, objective and legal prescripts and risk profiles. By April 2019 the SWOT analysis will be reviewed, building on the foundation that was created at this workshop, and merging with existing branch business plans. The first draft of the integrated business plan will be circulated, workshopped and reviewed with as many from the Unit as possible, including the current group in the room. By May 2019 the business plan is to be approved to feed into the (Service Delivery Business Implementation Plan (SDBIP). June 2019 will mark the start of preparing for implementation. Unfortunately, the workshop didn’t not manage to cover session 4C (identifying opportunities) or SESSION 5 due to load shedding. These are critical and will need to be addressed in the process of revising the Unit and Branch Business Plans.

A suggestion from SOD was to establish a MILE repository of information which will be set up so participants can access documents and presentations.

POST WORKSHOP EVALUATION & FEEDBACK Lulu Van Rooyen

A post workshop evaluation was conducted. The pre-workshop questions addressed the following:

Understanding and perspective of climate change

65% of the participants felt they have a good grasp on climate change concepts and that the Unit should be doing more to prepare the City for the impacts thereof. The remainder 35% of the participants felt that

they don't know much about climate change but would like to understand it better. No participants felt that the integration of climate change into the planning process was unnecessary.

Climate change as a critical consideration in personal work responsibilities, the work of the Branch and the work of the Unit

Most of the participants either agreed or strongly agreed that climate change is a critical consideration in the work that they do, the work of their branch, and the work of the Unit. Three participants were neutral.

The Unit as a team

18% of the participants felt the Unit is an effective team. 41% of the participants felt that the Unit only sometimes functions as a team, as there is sometimes a silo-mentality in the Unit, and the work needs to intertwine better to achieve SDGs. 35% felt that the Unit does not function as a team, as management decisions do not always filter down, internal communication can be improved and there is a lack of integration and effective coordination between departments. The remainder of participants was unsure.

The following post-workshop feedback was received:

GOOD	BAD
Everybody came together for CC	Long speeches
Everybody came together for CC	Aircon
OB paradigm shift;	Operationalization of intervention
carbon neutral meetings	Title unclear;
Talking is done; I can start off small and share the info; welcome more like this	NA
Long overdue	Presentation clarity
EM is a bold actor re CC	Not just a talkshop
Value in highlights to planning	Carry to decision makers
Mutual respect	ETA not present, must be integrated
Participation, video clips	Going back without teeth, how long will the business plan take...
Coming together	No build up to process ie communication
CC Game broke the ice	Would have like to discuss the issues
In a room with interested people, proud of everyone	Agenda not stuck to ie some sessions missed
Internal workshop, no external consultants, great learning curve, need to move fwd,	Huge gap to fill
Fortunate to have DR and SD to give us CC knowledge,	Agenda incompleteness

Everybody came together for CC	Involvement of key departments
Videos, I have a role to play in CC	So much we are not participating in
Coming together	Not enough intensity
International good practice	Contextualization of practice
Passion of everyone	Playing the game indoors
Good to hear what planners think	
Meeting of great thinkers	Need for politicians to take CC seriously
Internal workshop, no external consultants, great learning curve, need to move fwd, Integration of unit for the first time;	

VOTE OF THANKS

HE thanked the facilitators and presenters for their contribution in planning and running the workshop, particularly the support from DRAP / WESSA for the use of their resource and resource support, from DPEM (LUMS, SSP and CP Branches), CES : Parks Recreation and Culture, the Performance Monitoring and Evaluation Unit, MILE and to, GIZ for their financial support and learnings they have shared and most notably from participants for their enthusiastic and valued contribution and to making this workshop the success it was.

RESOURCE LINKS

Types of teamwork: https://www.youtube.com/watch?v=hf3C5rci_z4

Climate change in Cambodia: <https://www.youtube.com/watch?v=vAoorDDRkoY>

Together we can change the rules: <https://www.youtube.com/watch?v=PMRiUhCvMaE&t=35s>

Teamwork at its best: <https://www.youtube.com/watch?v=P7PKkqGznGw>