



**NCDS WORKSHOP
9 - 11 June 2008
Safari Conference Centre**

DRAFT PROCEEDINGS REPORT

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Acronyms

ALAN	-	Association of Local Authorities in Namibia
CA	-	City Alliance
CDS	-	City Development Strategies
FCM	-	Federation of Canadian Municipalities
IDP	-	Integrated Development Plans
LED	-	Local Economic Development
MRLGHRD	-	Ministry of Local and Regional Government, Housing and Rural Development.
NALAO	-	Namibian Association for Local Authority Officers
NCDS	-	National City Development Strategy
NCCI	-	Namibia Chamber of Commerce and Industry
PEG	-	Partnership for Economic Growth
SACN	-	South African Cities Network
SALGA	-	South African Local Government Association
UCLG	-	United Cities and Local Government
UCLGA	-	United Cities and Local Government – Africa

1. Introduction

- 1.1 The NCDS Workshop is part of the CDS-LED Pilot project administered by ALAN. The workshop was convened primarily to prepare an up-scaled national level intervention spearheaded by ALAN focusing on comprehensive city development strategies for selected Namibian local authorities.
- 1.2 The workshop took place from the 9 – 11 June 2008 at the Safari Hotel Conference Centre, with participation drawn from the five (5) local authorities involved in the pilot CDS-LED Pilot project, ALAN office bearers and officials, NALAO office bearers, City of Windhoek representative, a team of mentors from FCM regional office, SALGA, SACN, UCLG and eThekweni Municipality in Durban.
- 1.3 This report is a short summary of the proceedings that took place over the three days.

2. Workshop Proceedings

- 2.1 The workshop proceedings are outlined below, supplemented by the various appendices covering the programme, participants list and presentations.

Day 1, 9 June 2008

- 2.2 **Welcoming Remarks** – The Vice-President of ALAN, Cllr Pio Nganate made the welcoming remarks.
- 2.3 **Workshop objectives and Programme Outline** – The CEO of ALAN, Ms Jennifer Kauapirura. Outlined the objectives of the workshop inclusive of an update on CDS-LED Pilot Project implementation progress, platform for other LED experiences in Namibia, the sharing of regional and international experiences on CDS and opportunity for developing the NCDS.
- 2.4 **CDS-LED Pilot Project Update** – The update was done by Ms. Jennifer Kauapirura who provided feedback given on Omaruru and Karibib consultative sessions, the background research paper on LED, the earlier NCDS Proposal development efforts and Pilot Town LED initiatives. The CEO also provided further background information on the current NCDS Proposal and how it shaped the NCDS workshop underway in terms of its Programme and participants profile.
- 2.5 **CDS-LED Pilot Project Approach** – Mr. Shingi Mushamba from FCM Regional Office in Harare presented the implementation approach of the pilot project. He further provided insights to the historical involvement of FCM in Namibia, with selected towns (Tsumeb, Otjiwarongo and Oshakati) and ALAN – the partnership having graduated in 2006. Further input from Mr. Mushamba provided insight into the evolution of the CDS-LED Pilot Project and its LED emphasis. He concluded his presentation with inputs on the NCDS Proposal development and the CA position on why it cannot be financed (referring to overemphasis on LED and capacity building with about 80% to be expended on capacity building).

- 2.6 **LED Processes undertaken by Pilots** – Mr. Sam Geiseb, the Consultant engaged for the implementation of the LED strategy development for the pilot local authorities presented the LED Processes undertaken for the pilots. His presentation various phases involved in developing the LED strategies, inclusive of:
- △ Phase 1 - briefings for stakeholders, identification of economic sectors and planning with LA officials for the economic assessments.
 - △ Phase 2 - economic assessments conducted, and reports - only forwarded to Otjiwarongo with others having been finalized only recently
 - △ Phase 3 - feedback and way forward activities that are planned).

On enquiry, an overview was given of the common challenges for LED, economic sector dominance for the various pilot local authorities.

- 2.7 **Feedback from Pilot Local Authorities** – The representatives from the pilot LAs presented their experience of the LED strategy development processes undertaken and expressed themselves as indicated below:
- △ Omaruru - sharing their experience on developing their LED Policy.
 - △ Karibib - voice their concern on basis for planning, ownership issues with the LED exercises and how initiatives are not helpful to them in the absence of information that would assist them in assessing progress, i.e. absence of baseline information.
 - △ Otjiwarongo - indicating their problems with the report, while sharing initiatives on business breakfast for this week and follow-up initiatives scheduled for next week.
 - △ Usakos - indicated some positive developments that are associated with the briefings and economic assessment interviews.
 - △ Maltahohe - indicated timing of the economic assessment and how it is affecting business involvement.

During discussions that followed queries and comments were raised on *urban development - what is meant with it, urban development vs. rural development - what is the political position from ALAN on this, and the importance of baseline information for planning purposes.*

- 2.8 **Update on PEG** – Mr. Tobias Gerster, the Team Leader provided an overview of the Partnership for Economic Growth (PEG) project of the GTZ currently supporting local economic development efforts through the Ministry of Local and Regional Government, Housing and Rural Development. The 4M Euro project entering a new phase from 2008 - 2011, is supporting three different components of “Financial Systems Development”, “Enabling Environment at Local Level”, “Enabling Environment at National Level”. He further elaborated the Enabling Environment at local level, which focuses on promoting and supporting LED in Namibia, expanding the exact nature and content of the component. The discussions that followed were on suitability of the objective and the direct relationship between PEG and local government.
- 2.9 **Challenges confronting LA Development in Namibia** - Done by Alex Boois (on behalf of NALAO President). Context provided in terms of rural-urban migration, informal settlement growth, absence of structured subsidization for local authorities. Highlighted areas such as skills and competency development,

general institutional development, quality and reliability of municipal services, infrastructure development and maintenance, Policy formulation and Partnership (stakeholder engagement). Discussion highlighted the need for factual accuracy and detail that should distinguish the Namibian situation from others, what are the Namibian priorities in terms of addressing the challenges. During discussions that followed queries and comments were raised on the *approach for developing the NCDS - that access to the earlier proposal and feedback from CA is needed to isolate areas that need to be strengthened and the resolution to share the information with participants and to proceed in the morning informed by insights gained.*

Day 2, 10 June 2008

- 2.10 **Father's Presentation** – The presentation by focused on issues such as peer learning and reviews, mentorship and capacity building (training programmes as long-term investment, etc). He highlighted areas of skills challenges facing local governments in sub-Saharan Africa including ICT, economic planning and integrated development, rural development. He further elaborated on CDS (refer to Appendix C.1).
- 2.11 **Sarah Hoeflich Presentation – This presentation covered the Role of UCLG, City Alliance members, the City Futures initiative, role of local government association in CDS, the Phillipines example, and key elements for CDS** (refer to Appendix C.2).
- 2.12 **Panel Discussion – CDS Experience in RSA** – The panel discussion was facilitated by Ms Sara Hoeflich and focused on the CDS experience in South Africa. The presentations from the panel started with Mr. Mogomotsi Mogodiri, the SALGA Acting ED for IR, Research and Communications, with a presentation that focused on the legal context for Local Government (see attached presentation). Mr. Sogen Moodley made the second presentation from eThekweni Municipality-Durban, presenting the CDS followed by insights gained on quality of life issues vs. strict core service delivery, the long-term development framework and the 5-year Integrated Development Plans (IDP). The last presentation was on done by Sithole Banga, CEO of the South African Cities Network (SACN), focusing on the role of SACN, the characteristics of successful city development strategies, stakeholders in the city governance, city strategic framework (covering the aspects of productivity, governance, inclusiveness and sustainability of cities), and the state of the cities report instrument. The discussions that followed were around ward committees – who compensates them, municipalities doing things themselves instead of depending on external expertise and ALAN's bargaining power. There was a proposal to consider the 4 municipalities as a region (e.g. Karibib, Usakos, Omaruru and Otjiwarongo) for CDS interventions.

Day 3, 11 June 2008

- 2.13 **Presentation by EnviroFlush** – The special presentation was made by a marketing representative of a environment-friendly toilet unit. The presentation generally covered the various aspects of the toilet unit including its recycling capabilities, suitability for low-income groups as well as its various alternative

- uses, e.g. for disasters, emergencies, etc. The enquiries from the participants present in particular the local authorities focused on prior utilization of the unit by local authorities, cost implications, etc.
- 2.14 **Recap of Day 2** – The recap of the previous days proceedings primarily covering the Southern African experiences in CDS as well as the input from UCLG and UCLGA were handled by the CEO of ALAN, Mr. Jennifer Kauapirura.
- 2.15 **Feedback on NCDS Proposal Framework** – Mr. Geiseb, the Consultant assigned to facilitate the NCDS workshop as well as the development of the NCDS Proposal provided an overview of further inputs made to the application (proposal) through discussions of the previous two days. The overview highlighted the change of focus from LED to CDS with ALAN as the anchor, the cluster approach possibly covering the three different clusters covering 16 local authorities in Namibia, CDS for the pilot local authorities, the knowledge management component and the various partners identified for the successful implementation of the project.
- 2.16 **Group Work session** – After the feedback on the NCDS Proposal Framework, the pilot local authorities were directed to convene with Mr. Sogen Moodley as the facilitator to discuss their CDS needs and cost it for purposes of inclusion in the proposal. This group session was proposed as a way to provide practical insights to the pilot local authorities on CDS interventions needed and to be prioritized for their localities. The remaining group, mostly made up of mentorship team, the facilitator and ALAN were directed to further discuss and fine-tune the NCDS Proposal Framework outside the CDS interventions for the pilot local authorities.
- 2.17 **Feedback session – The feedback from** the pilot Municipalities on their CDS needs have been received well, with the participating local authorities expression satisfaction with their input to the development of the NCDS. Their feedback is incorporated in the NCDS Proposal and is also attached in Appendix ???. The mentorship group also provided feedback to the plenary primarily outlining the envisaged activities and overall framework for the proposal.
- 2.18 **Closing Remarks** – The closing remarks were made by Vice President of ALAN, Cllr Nganate who expressed satisfaction with the proceedings of the NCDS workshop and thanking both the participating local authorities and the mentorship team from SACN, SALGA, eThekweni Municipality, UCLG and FCM Regional Office in Harare. The meeting was adjourned while the mentorship team, the ALAN CEO and the facilitator were advised of the consultations scheduled with MRLGHRD and GTZ as well as the continuation of the Proposal drafting by the mentorship team.

APPENDIXES:

A: WORKSHOP PROGRAMME

NCDS - LED WORKSHOP 9 -11 JUNE 2008

Workshop objectives:

1. To provide an update on the implementation of the CDS-LED Pilot to ALAN members.
2. To provide a platform for developing the framework for the comprehensive NCDS to be submitted to CA for funding.
3. To provide a platform for other LED initiatives, i.e. the Finish funded (Keetmans-Kangasal, Ondangwa-Lempala LED Project).

Targeted Stakeholders/participants -

Cities Alliance, Namibia Chamber of Commerce and Industry (NCCI), Urban Trust of Namibia (UTN), Federation of Canadian Municipalities, Canadian International Development Agency, MNDP, Ministry of Regional and Local Government, Housing and Rural Development (MRLGHRD), Namibian Association of Local Authority Officials (NALAO), GTZ, UN- Habitat, UCLGA, Ministry of Trade and Industry (Ministry of trade), Swedish, French, and Finish.

Draft - Workshop Programme

Day 1, 9 June 2008:

08h00 – 08h30:	Arrival and Registration
08h30 – 08h40:	Welcoming Remarks
08h40 – 09h00:	Workshop Objectives and Programme Outline
09h00 – 09h30:	CDS-LED Pilot Project Update by ALAN CEO
09h30 – 10h00:	Pilot LAs LED initiatives by Sam Geiseb (Consultant)
10h00 – 10h30:	Discussions and Clarifications
10h30 – 11h00:	Tea Break
11h00 – 12h00:	Feedback from Pilot Local Authorities on supported initiatives.
12h00 – 13h00:	Discussion and Clarifications
13h00 – 14h00:	Lunch Break
14h00 – 14h30:	Update on Partnership for Economic Growth (PEG) Support for LED – by Tobias Gerster
14h30 – 15h00:	Discussions and clarification
15h00 – 15h30:	Urban Development in Namibia – Challenging for the Namibia Government by MRLGHRD by Director of Regional and Local Government
15h30 – 16h00:	Tea Break
16h00 – 16h30:	Challenges Confronting LA Development in Namibia – by ALAN President (respondent)
16h30 – 17h20:	Discussion and Clarifications
17h20 – 17h30:	Summary and Closure

Day 2. 10 June 2008:

- 08h30 – 09h00: Recap of Day 1
09h00 – 10h30: City Development Strategies – CA perspective on NCDS approaches by CA representative
- 10h30 – 11h00: Tea Break**
11h00 – 13h00: NCDS Proposal Framework – Goal and Objectives and Targets – facilitated by Sam Geiseb (Consultant)
- 13h00 – 14h00: Lunch Break**
14h00 – 15h30: NCDS Proposal Framework – Main Strategies and Activities – facilitated by Sam Geiseb (Consultant)
- 15h30 – 16h00: Tea Break**
16h00 – 17h00: NCDS Proposal Framework – Main Strategies and Activities – facilitated by Sam Geiseb (Continued)

Day 3, 11 June 2008:

- 08h30 – 09h00: Recap Day 2
09h00 – 10h30: NCDS Proposal Framework – Summary Presentation and discussion
- 10h30 – 11h00: Tea Break**
11h00 – 12h00: Update on ALAN initiatives and activities
- 13h00 – 14h00: Lunch Break**
Departure

B: PARTICIPANTS LIST

C: PRESENTATIONS

C.1: UCLGA - Presentation

ADDRESS BY FATHER SMANGALISO MKHATSHWA, PRESIDENT OF THE UCLGA, AT THE 2ND NATIONAL CITY DEVELOPMENT STRATEGIES STAKEHOLDERS WORKSHOP, 9 -11 JUNE 2008, NAMIBIA.

Programme Director; Your Worship the Mayors and the Municipal Officials of Namibia; City Development Strategies' Stakeholders; Distinguished Guests; Ladies and Gentlemen.

All Protocol Observed.

I bring you greetings and good wishes from the members of the UCLGA. I bring you the organisation's congratulations, too, on the occasion of your 2nd National City Development Strategies Workshop. Your focus on City Development Strategies is an example to many, for planning, in the form of specific strategies, is at the heart of the service delivery challenges faced by our cities.

Congratulations on your foresight in that respect. We would be greatly appreciative if you could share your lessons in this regard with the rest of the UCLGA.

I have been asked to address you on the role of peer learning, mentorship and capacity building of cities in the Sub Saharan Region. All three interventions essentially constitute knowledge exchange, which is particularly important in a context where what the Ghanaian academic, WE Abraham, said in 1962 is still largely as true today as it was then, namely that, "Africa is probably the richest continent in the world. Like the Soviet Union and continental America, it certainly has inside itself all that it could need for its industrial development, barring skill and capital."

The focus, then, on skills by the topic I have been given is highly appropriate.

Your highlighting of City Development Strategies is also a tacit message that cities are becoming frontline interventions in the developmental mandates of governments across the continent. It is not to exaggerate to say the future of Africa lies in its cities. Because of rampant urbanisation, African cities are the fastest growing cities in the world, literally redrawing the landscape of many an African country and posing new challenges and unanticipated implications.

Such is the pressure of growth that basic services and infrastructure are overwhelmed, sometimes even overrun, often resulting in slums, which in their turn compromise investment, both foreign and domestic.

One must emphasise, however, the fact that Africa is not a story of insurmountable challenges only. Part of the reconstruction of the continent – including with regard to the realisation of MDGs – is the philosophical challenge of rediscovering our self-confidence. Towards this end it is important to identify, study and emulate African examples of best practice.

Among these examples is Uganda's management of the HIV/AIDS pandemic to a point where infection numbers have been stabilised and the ravages of the scourge reversed. An abiding lesson for the rest of Africa – based on the Ugandan government's and President's practical involvement in the country's war against HIV/AIDS – is how the HIV/AIDS battle requires as much financial investment as political commitment. Also worth studying is the South African government's training of its eye on numbers relating to the country's performance vis-à-vis the MDGs, and its progressive increase in financial allocations to programmes aimed at achieving the MDG targets. The result is that, considered against time elapsed and time outstanding, in quite a few MDGs the country is effectively ahead of current targets.

Namibia itself remains a highly envied example of good corporate governance and is evolving as a case study of the pursuit of decentralisation by local governments. It also provides excellent examples of city cleanliness and waste management, both of which enhance the environment – which is a challenge faced by most cities south of the Sahara.

A related priority, then, based on the principle that self-accounting is best ensured in a context of external and independent support processes, is the institutionalisation of a peer review system – akin to the African Union's – even within the local government milieu on the continent. Assuming a developmental rather than punitive system, this should go a long way towards demonstrating African local government's commitment to clean corporate governance as part of the software required to develop the capacity to implement the MDGs, specifically, and achieve development broadly.

One of the results of the challenges faced by African cities has been innovations in service delivery and infrastructure development; this accompanied by ever-evolving models of governance.

Some of these innovations are captured in research by such entities as the South African Cities Network and the NEPAD Cities Programme, both of which are good examples of city-performance tracking and advisory models, including codifying useful data and cases of good practice.

They constitute opportunities for peer learning as they make it possible for African cities to learn from fellow cities rather than import lessons from cities outside Africa which may be products of vastly different cultural milieu. Through interfacing with their successful counterparts in the continent our cities stand to access successes for emulation and lapses to avoid. This is valuable intellectual capital which, indeed, should be shared.

What we are saying, then, is that peer learning has a developmental role to play in the evolution of African cities. - Peer learning in Sub Saharan Africa is an imperative particularly because, over the past decade, African cities have in the main entered into city to city relationships with counterparts outside the continent – relationships which have generally proven more symbolic, and even financially costly, than practical and beneficial for African cities. The similarity of the challenges faced by Sub Saharan African cities is such that success in one presents learning opportunities for others, and at nil or minimal cost.

Peer learning – in the form of mutual analysis and critical commentary by one city on another city's processes, procedures and practices – offers not only trustworthy and

reliable analysis but also major cost savings. This form of monitoring and evaluation would ordinarily be carried out by governance and accounting specialists at exorbitant costs, but because they are intercity in implementation the costs become significantly lower than they would have been.

The results are also more likely to be valid as they are based on observation by practitioners of local government rather than on theoretical expectations of what a municipality should operate like.

Peer learning provides, as well, opportunities for another developmental intervention, namely mentorship. Where peer learning generally involves a number of cities, mentorship is more one to one, where one city can focus specifically on another – transferring specific skills, such as integrated development planning for example, to it.

Mentorship, however, is often practised more as a person to person activity, with an official proficient in one area exchanging his or her knowledge with a counterpart in another city. The advantage here is that this is based not on any theoretical information but practical experience. It thus makes the knowledge involved so much more relevant.

The beneficiary city is therefore in a position to develop its staff with tried and tested approaches, thus enhancing its chances of succeeding in its delivery challenges.

Another advantage of mentorship is that, unlike broad and general training, it offers room to focus on a specific area of expertise – which means more relevance. An official does not have to be mentored on virtually everything. Rather he or she can be given support on the specific area in which he or she is weak, thus ensuring that all the time spent on the mentorship is time well spent, with not a minute wasted on unnecessary areas.

Outside of peer learning and mentorship per se is capacity building broadly. While it is a broad term which may even include peer learning and mentorship, let us use it in today's context to mean broad training rather than the specific interventions suggested by the two aforementioned interventions. In this respect it means our cities should ensure that at all levels, and for all areas of operation, there are enough people who have the necessary skills and are fully au fait with the operational challenges.

Where these are lacking, it is important that we invest in relevant training programmes – understanding, throughout, that monies committed to this challenge are not a waste of resources but in fact a long-term investment as effective staff mean productive and sustainable municipalities.

The tragedy of Africa south of the Sahara is that it is extremely well endowed in human and natural resources but singularly lacking in high level expertise, hence the region's failure to unlock the full developmental potential at its disposal. The region still lags behind other world regions in such critical knowledge, for example, as ICT, economic strategy formulation and integrated development.

As we talk, the vast majority of our cities have never carried out skills audits relative to their specific mandates and challenges. In effect this means most of our cities do not really know what skills they have and which ones they have to develop in order to meet their developmental needs.

Capacity development therefore remains one of the most important interventions required by our cities if we are to see sub-Saharan Africa reach its full potential as a region and our municipalities delivering basic services efficiently and effectively. In this regard it is critical that special budgets be allocated for capacity building. One of our biggest weaknesses is our reluctance to allocate significant budgets to intangibles such as capacity building, and for as long as we do so, so long shall we be limited by non-performance in the achievement of our developmental goals.

Even, however, as I say so I must hasten to add that as sub-Saharan cities we are not likely to reach our optimal goals both in the peer learning, mentorship and overall capacity development spheres for as long as our central governments delay according local government the status of a distinct sphere of government. Without this form of empowerment, accompanied by adequate mandate-based resourcing, very few of our local governments can meet their development obligations.

There is an almost direct correlation between cities whose municipalities enjoy significant amounts of operational autonomy and those cities' performance on the service delivery and local economic development fronts. I would aver that those cities enjoying high levels of self-determination and commensurate funding will be found to be generally more efficient in governance and effective in service delivery than ones less exposed to decentralised powers.

By commensurate funding we mean an empirically determined resourcing formula to give the relevant local government more than a fighting chance to deliver on the full gamut of the breadth of its mandate. Even in countries, such as South Africa, where local government is fully established as a distinct sphere, debates continue to rage on the equitability of the funding formula given the reconstruction and development terms of reference of municipalities in the country.

To get back to the challenge of peer to peer learning, mentorship and capacity building, these are particularly important as the local government mandate is ever expanding with the complexity of the modern economy, and the traditional model of local government can no longer suffice. To begin with, both the conceptual intellectual capital and the skills base required to run the new type of local government are not too far off those required to run a modern corporation. Local governments have become challengingly close in complexity to corporate entities. This applies even to small municipalities as the fundamental principles are the same, and they all begin with the intrinsically dichotomous challenge of ensuring ongoing financial viability within a demanding customer service environment.

The exchange of knowledge implied by peer learning, mentorship and capacity building becomes acutely necessary given these business-like challenges which include multi-year strategic planning where once municipalities could dawdle on in a reactive mode.

On that note please let me end, and as I do so may I caution that no amount of capacity building, be it via peer learning or mentorship, will achieve the desired objective in full unless it is based on empirically determined skills gaps and is adequately resourced. Shortcuts in addressing our cities' skills requirements can only lead to short-lived successes where sustainability is our ultimate objective.

I thank you all.

C.2: UCLG – Presentation

C.3: SALGA – Presentation

C.4: e-Thekwini Municipality – Presentation

C.5: SACN - Presentation

D: CDS INTERVENTIONS FOR PILOT LOCAL AUTHORITIES

STAGES/STEPS	DETAILS	REQUIREMENTS	BUDGET		DEADLINE
			OWN	CA	
Step One: Situational Analysis	<ul style="list-style-type: none"> Δ Identification of Key municipal challenges Δ Strategic baseline survey (not detailed – only strategic assessment) 	<ul style="list-style-type: none"> Δ We need a facilitated three day workshop with staff & all Councilors to produce a strategic framework for each municipality Δ Commissioned baseline survey Δ Determine budgetary needs 	<ul style="list-style-type: none"> Δ Lobby Central Govt. for consultancy services & funding [N\$150,000] for envisaged workshop with the pilot projects through ALAN Δ N\$200,000 for survey 	N\$10,000 for mentor cost	End August 2008 End Sept. End October
Vision	<ul style="list-style-type: none"> Δ Determine exactly where we want to be? Δ Create a clear vision statement Δ Create a set of goals 	N/A – see above			
Strategic development	<ul style="list-style-type: none"> Δ Preparation of key strategies & municipal targets Δ What we need to do Δ How do we get there 	<ul style="list-style-type: none"> Δ Facilitated w/shop & feedback Δ Use of consultant Δ Stakeholder input 	N\$20,000 per municipality X 5 = N\$ 100,000	N\$100,000.00	End Nov. Mid-Dec.
Programmes & Projects	<ul style="list-style-type: none"> Δ Activities for programme Δ Programme specific targets 			N\$100,000	
Implementation/Action	<ul style="list-style-type: none"> Δ Key actions Δ Responsibility Δ Time frame Δ Budget Δ Targets to be achieved 	<ul style="list-style-type: none"> Δ Document preparation Δ Draft copy Δ Stakeholder input final draft 	N\$4,000 per municipality X 5 = N\$ 20,000	N\$100,000	End March End April
Monitoring & Evaluation	<ul style="list-style-type: none"> Δ Continual evaluation Δ Also at the end 	<ul style="list-style-type: none"> Δ Write up Δ Final doc. 		N\$100,000 X 5 = N\$500,000	May 2009
Launch	<ul style="list-style-type: none"> Δ Group launch Δ Pilot per LA 	<ul style="list-style-type: none"> Δ One event Δ 5 pilot towns 		N\$50,000 N\$20,000 X5 = N\$100,000	June 2009
TOTAL			N\$470,000	N\$960,000	

