



Africa Regional Consultation Workshop on Sustainable Cities

A summary of peer exchange discussions and panels from the
Africa Green Growth Forum

Kigali, Rwanda
June 12-13, 2018



Global
Platform for
Sustainable
Cities

Resource
Team

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Introduction

This document summarizes the content discussed during the Africa Regional Consultation Workshop on Sustainable Cities in Kigali, Rwanda. This peer exchange explored how various sustainability challenges are affecting African cities. Through expert presentations and dialogue, the peer exchange sought to equip local, regional and national decision makers with useful conceptual tools, as well as share experiences among cities and across countries.

Delegates from Cote D'Ivoire, Benin, Senegal, Sierra Leone, South Africa, Gabon, Nigeria and Rwanda were in attendance representing local, state and national governments. Experts from ICLEI- Local Governments for Sustainability, C40, WRI, the World Bank, and the private sector presented on the following themes related to sustainable urbanization in Africa (see Session 3 on Day 2 in agenda):

1. Urbanization trends in Africa and the need for Sustainability [Gora Mboup, President and CEO, Global Observatory linking Research to Action (GORA)]
2. Importance of integrated urban planning presented [Shagun Mehrotra, Senior Urban Specialist, the World Bank]
3. Multilevel governance: empowering local governments and the role of an enabling national policy framework presented [Tara Caetano, Senior Professional Officer, Climate Change Energy and Resilience, ICLEI Africa Secretariat]
4. Financing for Sustainability [Yondela Silimela, Morfosis Advisory and Investments]
5. Urban growth and environmental stewardship [John-Rob Pool, Research Analyst, Natural Infrastructure Initiative, WRI and Paul Currie, Senior Professional Officer, Urban Systems, ICLEI Africa]

A summary of their presentations follows. Individual presentations can also be accessed in accompanying files.



Urbanization trends in Africa and the need for Sustainability

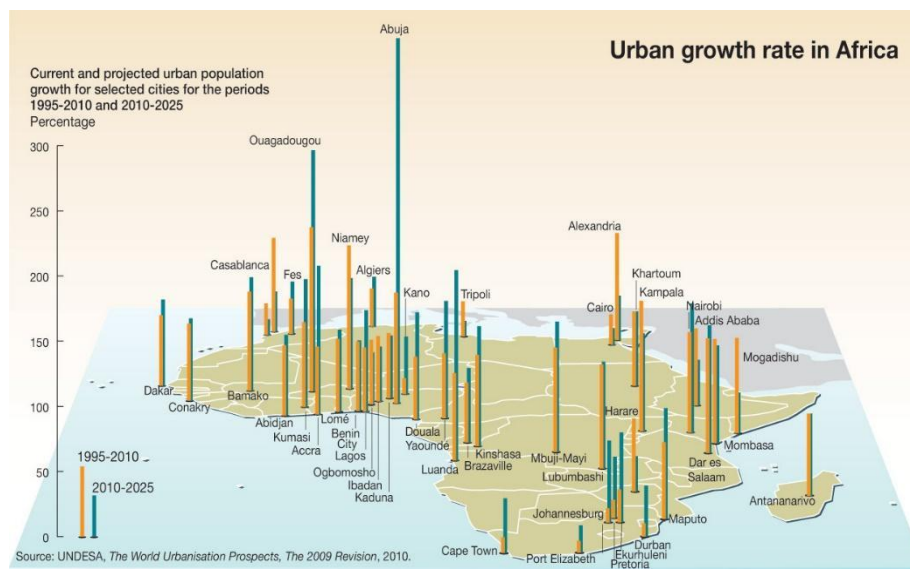
By 2050, nearly 70% of the global population will be living in urban areas. Between 2000 and 2030 the urban population is expected to increase from about 2.8 billion to 4.9 billion. As the World Resources Report notes, 90% of urbanization that will take place from 2020-2030 is projected to happen in sub-Saharan Africa (Beard et al. 2016). The urban population of Africa is projected to triple from 2010 to 2050 (Güneralp et al. 2017). Rapid rural to urban migration will increase demand for energy and water in Africa. How African cities cope with this rapid urbanization will have significant impacts in terms of climate change adaptation and mitigation.

To date, Africa's largely unplanned and unregulated urbanization has caused a lack of basic infrastructure and services for urban populations (Güneralp et al. 2017). Figure 1 below demonstrates the rapid urbanization happening in Africa from 1995 to 2025.

African cities are unique- contrary to what has historically happened with other urbanization processes, in Africa, urbanization has occurred without simultaneous economic growth (Henderson, Roberts, and Storeygard 2013). The concentration of GDP in urban areas in African cities is, on average, lower than in other continents. This phenomenon is combined with the urbanization of poverty: a greater share of the population is now living in cities (Ravallion et al., 2007).

Employment rates are also low, reflecting Africa's expansive informal economy. Almost 60% of employment in Africa is considered informal. Low GDP and high unemployment rates impact cities by lowering local governments' revenue and stymying their ability to provide services to their citizens. Africa's unique context coupled with its rapid urbanization demands innovative urban solutions.

Figure 1. Urban growth rate in Africa from 1995-2025 (<http://www.grida.no/resources/8196>)



Challenges with rapid urbanization in Africa

In Africa the urban population is expected to triple by 2050 (Güneralp et al. 2017). About 75% of African cities have a population density of about 5,000 people per square kilometer (Mboup 2018, Nov 28). As the population density of African cities increase, the service delivery of basic amenities will become increasingly challenging. African cities do not have a history of land tenure or a system of land tenure rights which makes managing urbanization more difficult. African cities have a history of weak government institutions including inefficient planning departments where local governments lack coordination among departments which has led to challenges with planning for rapid urbanization. Other urban challenges that Silimela (2018, Nov 28) raised at the peer exchange workshop include governance turbulence, inequality, poverty and informality.

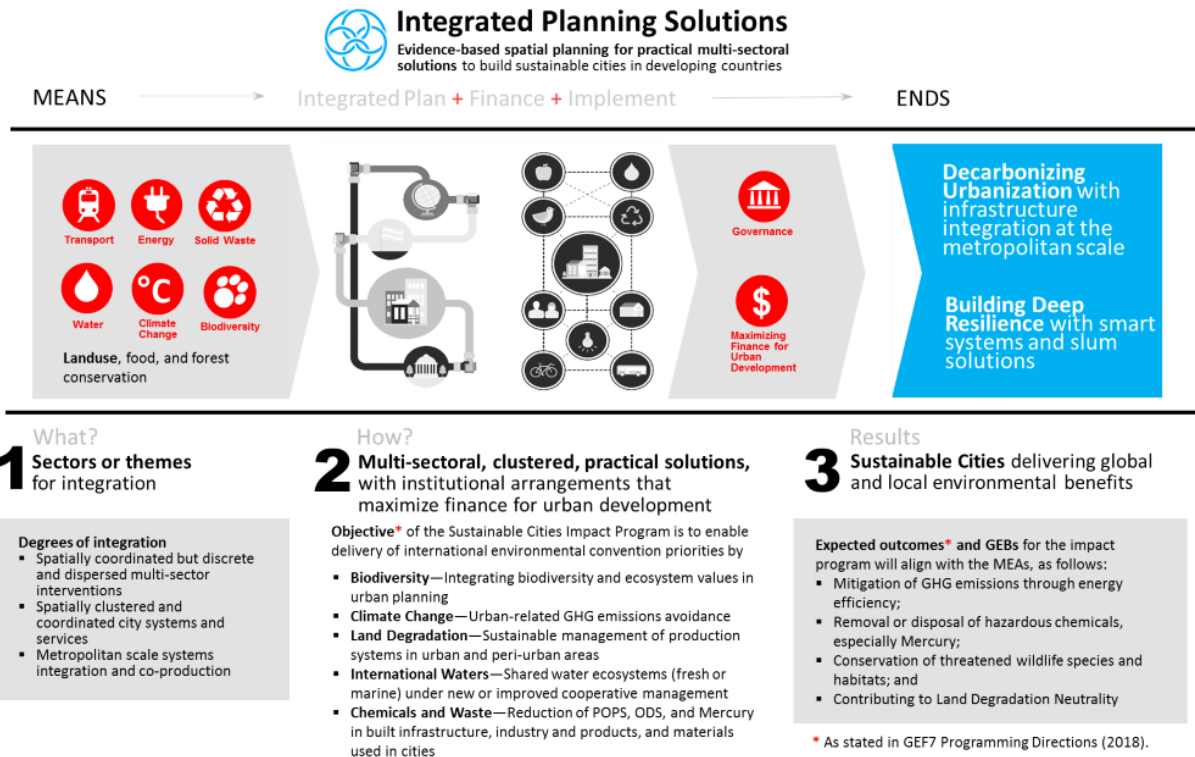
Financing sustainability is a challenge globally, however, even more so in low-income cities undergoing rapidly urbanization with stagnant GDP. Finding innovative ways to finance sustainable urban development in Africa is paramount to address rapid urbanization. This report outlines ideas to improve planning and implementation of sustainable development in cities within the African context. The following report, based on discussions from a peer to peer exchange hosted by ICLEI, as part of a three-day GEF workshop, in Kigali, Rwanda. The report addresses how integrated planning, both horizontally and vertically, creates opportunity for financially-constrained cities to efficiently plan for rapid urbanization and encourages local governments consider non-conventional ways to address rapid urbanization sustainably by leveraging their existing environmental resources.

Opportunities to cope with rapid urbanization in Africa

Importance of integrated planning

The notion of integrated planning, across sectors, dates back to the Rio Declaration of 1992, a United Nations Conference on Environment and Development (Rode 2019). The United Nations' Sustainable Development Goal 11 includes integrated urban planning as one way to cope with the challenges of rapid urbanization (Rode 2019). Horizontal integrated planning refers to a process that integrates sectors with planning such as land use and transportation to provide more efficient service delivery for constituents since many issues are interconnected (Tosics, 2017) (Figure 2).

Figure 2. Horizontal integrated planning solutions (Mehrotra 2018, Nov 28).=



Horizontal planning can also be defined as the coordination of multiple municipalities as service delivery occurs across jurisdictional boundaries (Mehrotra 2018, Nov 28). An integrated urban planning approach can be particularly useful when cities are both financially constrained and have complex urbanization challenges. This is true for finite challenges, for instance, with data collection. Where data is collected more than once or in different formats it may be consolidated using an integrated approach. In turn, this would reduce the cost burden on local governments as duplication is eliminated. Integrated planning efforts allows for a more holistic approach to wicked problems such as climate change. Therefore, integrated urban planning can be beneficial for achieving sustainable development.

Long-term investments are necessary for cities to work across sectors and jurisdictions where planning has traditionally been siloed and operates only within its administrative and political boundaries. A paper based on case studies about integrated urban planning and transport in London and Berlin found that while horizontal integration fostered trust and a spirit of collaboration, implementation of integrated policies relied on vertical integration and demanded a hierarchical structure (Rode 2019).

B&SU et al. 2011, a German consulting firm, bridged integrated urban development theory with practice. They documented the lessons learned from the implementation of an integrated

urban development approach with energy efficiency projects. The following steps for carrying out an integrated urban development approach were findings from B & SU et al. 2011, while not directly discussed at the peer exchange, are useful for cities to see lessons learned from an integrated approach:

1. *Analyze the current situation* to determine how to use an integrated approach and when it best suits the situation. This step should include community participation so that community members have the opportunity to express their concerns regarding city level issues. Analyzing the situation helps the city define which areas to focus an integrated development approach. A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is one way to evaluate the baseline situation to determine how to proceed with an integrated urban development plan.
2. *Secure integrated, cross-sectoral management structures.* Create an advisory committee or board to oversee the integrated urban approach consisting of leaders from different sectors. This body should act as an administrative body that has both the technical and financial capacity to carry out an integrated urban development approach.
3. *Organize the participative process and information and awareness raising campaigns.* Having community buy-in increases the likelihood of a successful integrated urban approach. For instance, community mapping tools are useful to facilitate planning efforts and to improve stakeholders' understanding of why citizens live where they do, to increase clarity on housing affordability and income gap within cities. Local knowledge also increases the probability of the project's success.
4. *Develop a target and implementation- orientated action plan.* An action plan presents concrete, technical steps to carry out an integrated approach. The plan should include a timeline, budget, and the actors responsible for each step of the plan.
5. *Secure the political and financial support.* Financial support for the duration of the integrated urban planning process and subsequent projects that arise from the plan increases the likelihood that the projects will be implemented.

Vertical integration

Vertical integration refers to coordination and collaboration of local, regional, and national governments. Multilevel governance, though critical for implementing comprehensive sustainable development agendas, is difficult for developing countries (World Bank Group 2014). Corfe-Morlot et al. (2009) have argued that the national government should enable vertical integration by creating an institutional framework that allows for multilevel governance. However, gaps in communication and cooperation often exist especially where decentralization

of governance is not widespread, which is true in many countries in Africa. In many of these countries, basic service delivery happens at the local level but is financed at the national level. As such, access to funding may be politicized where relationships between the local and regional government, and the national government are impacted by politics.

Caetano, a Senior Professional Officer on Energy, Climate Change and Resilience at ICLEI, discussed how multilevel governance is an integral component of any local or regional governments' a sustainable agenda. Caetano demonstrated how cities play an important role in this process as local governments are implementers of national agendas. However, gaps often exist between the two levels of governance. Caetano provided examples about how African countries are working to address the multi-level governance.

Local governments in Africa have historically had challenges with respect to financial resources and technical capacity (Tait and Euston-Brown 2017). In effect, much of the funding is centralized, ultimately limiting a local government's autonomy and their ability to govern (Tait and Euston-Brown 2017). Tait and Euston-Brown (2017) have concluded that a combination of technical capacity, financial resources, and political will are necessary elements to advance sustainable planning at the city level. The authors' findings are based on case studies they conducted about decentralization in three African cities: Jinja, Uganda; Ga East, Ghana; and Polokwane, South Africa.

Despite the lack of decentralization in Africa, cities play an important role as local governments implement national agendas (Caetano 2018, Nov 28). There is increasing recognition of the importance of multilevel governance and a number of African countries working to improve dialogue and align agendas across all levels of government.

Caetano, an ICLEI expert presented on The Talanoa Dialogue, a UNFCCC process that draws on Fijian tradition of convening through storytelling, was taken up to facilitate coordination and cooperation across all levels of government. The Dialogue created space for all levels of government to coalesce around the advancement of nationally determined contributions (NDCs), and established targets for climate change mitigation from the Paris Climate Agreement in 2015. African countries participating in the Talanoa Dialogue included Togo, South Africa, Ghana, Liberia, Namibia, Tanzania, and Zambia. While these dialogues are useful for bringing together multiple levels of governments, they revealed the need for better cooperation and partnerships between local governments and state and national governments as well as increased clarity with roles and responsibilities to carry out NDCs. Currently, Rwanda, Togo, and South Africa are all in different stages of decentralizing their NDCs.

Urban growth and environmental stewardship

Urbanization often leads to environmental degradation as land is developed. However, this does not have to be the path of African cities. Africa's biodiverse ecosystems can be an

advantage when incorporating nature-based solutions into urban development (Gunalp et al. 2017). African cities have the opportunity to promote urbanization and biodiversity simultaneously, as these concepts are not mutually exclusive.

More often than not, urbanization happens haphazardly, especially when a city has weak planning institutions. Natural resources are often not considered as opportunities to address urbanization challenges. Shifting the urban planning paradigm so that cities use nature-based solutions and low-carbon strategies, is imperative.

The World Bank (2019, Apr 10) defines nature-based solutions as “an approach that uses natural systems to provide critical services, such as wetlands for flood mitigation or mangroves to reduce the impact of waves, storm surge, and coastal erosion. These solutions can also synergize with grey infrastructure, forming so-called “hybrid” solution.” Nature-based solutions can be cost-effective, considering numerous co-benefits they can provide. Nature-based solutions utilize natural resources to adapt and mitigate climate change, improve air quality, conserve biodiversity, protect coastlines and other threatened ecosystems, provide food security, and improve social equity (Currie & Pool 2018, Nov 28). These solutions may require short-term investment, and in some cases, high startup cost, but the long-term benefits typically outweigh the costs (Currie & Pool 2018, Nov 28).

Figure 3 demonstrates one type of nature-based solution, an acute adaptation that does not necessarily transcend municipal boundaries, where the rooftop gardens are acting as provisioning services for an urban population. Another such example of a nature-based solution includes the approximately 70,000 Jacaranda trees planted in Johannesburg, South Africa that all flower a vibrant purple during October (Currie & Pool 2018, Nov 28). In this case, the trees are part of a strategy to improve air quality while also augmenting the aesthetics of the city. These two examples do not cross municipal boundaries but are ways that nature-based solutions are being implemented.

Figure 3. Example of nature-based solution—urban rooftop gardens to improve food security (Currie & Pool 2018, Nov 28)



Pool and Currie noted that when implementing large-scale nature-based solutions, urban planners should consider the entire ecosystem and how nature can provide benefits to the urban population. Planners will need to consider the ecosystem beyond municipal, administrative, boundaries (i.e., food and watersheds). Ecosystems can be leveraged to provide: provisioning services, regulating services, habitat and support services, and cultural services.

How to finance urban sustainability

Many cities often lack the necessary financial resources to cope with climate change adaptation and mitigation. When financing sustainable development, planners should consider integrating spatial planning, financing, economic development, and transportation to leverage the investment. For instance, cities may prioritize investment in priority areas around economic hubs in order to augment private investment and ensure future city revenue.

One way to ensure investment and future city revenue is by using land value capture tools to help finance sustainable projects, as discussed by Silimela at the peer exchange. As a city urbanizes, the cost of real estate increases. Thus, cities have a unique opportunity to capture the increase in land value and utilize this revenue to finance sustainable development projects.

Cities can utilize development impact fees, planning gains through premium floor space indexes, and taxes with land development (Silimela, 2018 Nov 28). Tax increment financing is another land value capture tool that provides the city with revenue from increasing property taxes. With this land value capture tool, cities commit to improving the infrastructure or public services within the designated tax increment financing district. The local governments may often offer finance improvements, such as beautification measures or improve infrastructure, to attract investment. Local governments may provide funding to developers with the belief that the assessed value of the land will increase and offset what the city invested in improving the tax increment financing district.

Another innovative way to promote financing of sustainability, more specifically nature-based solutions, is by using a combination of financial structuring models like social impact bonds through a public-private partnership (Blue Forest Conservation, 2017). Social impact bonds require that the lending agency is creditworthy and has stable sources of revenue.

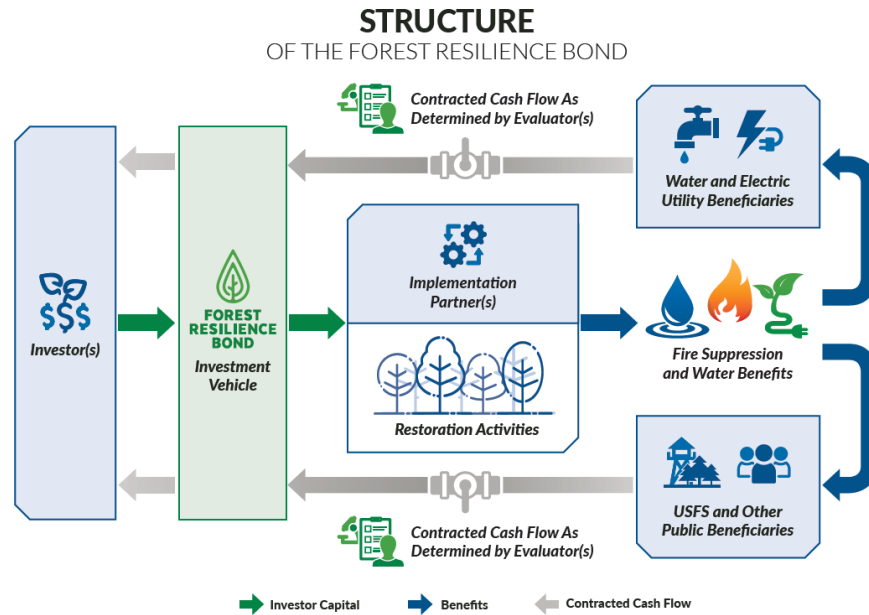
Forest Resilience Bond

One example of an innovative way to finance sustainable projects includes a new financing initiative called the Forest Resilience Bond, initiated by Blue Forest Conservation and World Resources Institute, which allows for restoration of forests in areas that have been ravaged by forest fires like on the west coast of the United States. The Forest Resilience Bond, a pay-for-success bond where the agencies implementing the forest restoration pay back investors if the restoration activities are successful has raised almost \$4.6 million USD for restoration of the Tahoe National Forest from an amalgamation of major donors (Madeira & Schleifer, 2018). “The Forest Resilience Bond (FRB) bridges the gap between private capital and the ecosystem services of forest restoration by breaking down the process into three steps: measurement and evaluation, contracting, and financial structuring (Blue Forest Conservation, 2017, p. 49). Some ecosystem services that are valued and measured as part of restoration include water quantity, water quality, job creation, and carbon emissions avoided (Blue Forest Conservation, 2017).

While the Forest Resilience Bond is being used for forests outside of urban areas, it ultimately benefits those residing in urban areas as it helps maintain access to water and mitigate the likelihood of forest fires. One benefit to using the Forest Resilience Bond as a funding model has to do with the flexibility the implementation partners have with the restoration activities—it enables the implementation partners to respond efficiently and effectively with their restoration efforts. The Forest Resilience Bond allows implementing partners to have the money necessary upfront, the financing model works because a local water agency has committed to pay investors about one-third of the bond’s value over the next five years; the water agency recognizes the benefits of the restoration efforts in terms of regional water security (Madeira & Schleifer, 2018).

While this is a pilot project, there have already been lessons gleaned that could be transferable to other communities (See the list of links in Annex 1 for more information about lessons learned).

Figure 4. Structure of the Forest Resilience Bond (Blue Forest Conservation, 2017)



Conclusion

This report summarized discussions that took place at the peer exchange in Africa Regional Consultation Workshop on Sustainable Cities in Kigali, Rwanda on November 27-29, 2018. The peer exchange aimed to provide local decision makers with expert knowledge on sustainable and innovative ways to cope with rapid urbanization in Africa.

The need for integrated planning was central to the discussion. Working across departmental silos and with multiple sectors can maximize service delivery in a fiscally sustainable manner. Doing so while implementing innovative strategies for sustainable development, including those that fall under the umbrella of nature-based solutions can preserve, enhance and capitalize on city-region environmental resources. The challenge of financing is paramount, and innovative solutions, including access to social impact bonds, are necessary to meet the growth ongoing, and projected, in African cities.

ICLEI received 21 surveys from the attendees at the workshop, attendees included government officials, representatives from urban development organizations, private sector organizations and civil society. Eighteen of 21 survey respondents were satisfied with the workshop. The only

respondent who was dissatisfied with the workshop noted that he or she wished the workshop was longer. Attendees most enjoyed the opportunity to network with other urban development leaders and were content with the workshop structure and the quality of the speakers. While people were satisfied overall, with the event, only half of respondents felt that the workshop fully covered what they had hoped to learn. This indicates that perhaps asking what delegates intend to learn and capture from the peer exchanges, prior to their participation, could help the Resource Team plan better the peer exchanges. Several respondents hoped to learn more about GEF: ideas for GEF projects, and the success and failures of other GEF projects.

Respondents would prefer to have more time to ask questions and connect with others. Some respondents mentioned that they wanted more time to listen to other countries present about ongoing GEF-funded projects and to learn about the pitfalls of these projects. Generally, respondents wanted to see more cities represented and more city leaders, more time for collaboration and to learn from each other, and more practical information about carrying out projects. This peer exchange proved to be a valuable experience for the delegates, demonstrated through their desire to increase their time to connect and learn about sustainability topics.

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Resources

- For a brief summary of the African Green Growth Forum: <http://talkofthecities.iclei.org/photoblog-the-2018-african-green-growth-forum/>
- For more information on Tax Increment Financing: <https://urban-regeneration.worldbank.org/node/17#void>
- For more information about integrated planning: http://www.deutscher-verband.org/fileadmin/user_upload/documents/Brosch%C3%BCren/Urb.Energy_Integrated_urban_development_WP3_manual.pdf
- For more information about the Blue Conservation Forest Resilience Bond: <https://www.blueforestconservation.com/s/FRB-2017-Roadmap-Report-8492.pdf>

Annex 1. Peer Exchange Agenda

Program Agenda

Day one | 27 November 2018

Session 1: Inauguration and context setting (14:00 to 15:00)

Chair: Innocent Kabenga, Global Green Growth Institute, Country Representative, Ethiopia

14:00 – 14:10 Workshop objectives and Overview of Sustainable Cities Program – Mohamed Bakarr, GEF Secretariat

14:10 – 14:20 Opening Statement – Coletha Ruhanya, Director General, Rwanda Environmental Management Authority

14:20 – 14:30 Welcoming Remarks – Marie-Chantal Rwakazina, Mayor of City of Kigali

14:30 – 14:45 Briefing on the Global Platform on Sustainable Cities (GPSC)

- Shagun Mehrotra, Senior Urban Specialist, The World Bank Group
- Hastings Chikoko, Regional Director for Africa, C40 Cities
- Tori Okner, Head of Strategy and Partnerships, ICLEI

14:45 – 15:00 Q&A

15:00 – 15:30 Family Photo and Coffee Break

Session 2: Interactive Open Classroom (15:30-17:30)

Facilitators: Tori Okner, Head of Strategy and Partnerships, ICLEI; Hastings Chikoko, Regional Director for Africa, C40 Cities

15:30 – 16:00 Introductions and Interactive Exchange

This session will gauge who's who in the room and invite participants to shape the conversation in the following days.

16:00 – 17:30 Dialogue with City Leaders and Representatives of National Government

The session will allow mayors and representatives of local and national government to voice the most pressing challenges they are facing with urban transformation. It will also provide them opportunity to share the policies, plans and programs they are putting into place that others could learn from. Speakers will include the following:

- Yvonne Aki-Sawyerr, Mayor of Freetown, Sierra Leone
- Raphael Edou, Municipal councilor, City of Cotonou, Benin
- Talla SYLLA, Mairie de Thiès, Senegal
- Dylan Weakley, Senior Specialist, City Transportation and Spatial Planning City of Johannesburg, South Africa
- Edward Kyazze, Division Manager in charge of Urbanization, Ministry of Infrastructure (MININFRA), Rwanda
- Ange Simplicite Boukinda, Deputy Director General, Ministry of Environment, Gabon
- Akinola Olakunle, Deputy Director, Urban and Regional Planning, Federal Ministry of Power, works and Housing, Nigeria

Conversation will continue over the evening reception.

Reception (18:00 – 19:00)

Day 2 | 28 November 2018

Session 3: Urbanization in Africa and need for Sustainable Cities. 9:00 –11:00

Facilitators: Tori Okner, Head of Strategy and Partnerships, ICLEI; Hastings Chikoko, Regional Director for Africa, C40 Cities

Theme 1: Urbanization trends in Africa and the need for Sustainability (40 minutes)

Expert presentation - Gora Mboup, President & CEO, Global Observatory linking Research to Action (GORA)

(10 minutes presentation followed by 30 minutes discussion)

The expert will set the context of the session by providing a general overview of urbanization and Africa and its key challenges that cities and municipalities are facing. The expert will also highlight the environmental challenges and the importance of sustainable growth for African cities. The moderator will then raise key points and engage city representatives through an interactive session.

Theme 2: Importance of integrated urban planning- 40 minutes

Expert presentation - Shagun Mehrotra, Senior Urban Specialist, The World Bank

(10 minutes presentation followed by 30 minutes discussion)

The expert will set the context by outlining what an integrated approach means, why it is important and how it can be adopted. The technical presentation/brief will highlight areas such as integrated land use planning, urban infrastructure systems (Energy, water, transport), municipal governance and financing. The moderator will then raise key points and engage city representatives through an interactive session.

Theme 3: Multilevel governance: empowering local governments and role of an enabling national policy framework - 40 minutes

Expert presentation - Tara Caetano, Senior Professional Officer, Climate Change Energy and Resilience - ICLEI Africa

(10 minutes presentation followed by 30 minutes discussion)

- Multilevel governance
- Local perspective on the need for urban plans

The moderator will then raise key points and engage city representatives through an interactive session.

11:00 – 11:30: Coffee Break

Theme 4: Financing for sustainability (40 minutes)

Expert presentation - Yondela Silimela, Morfosis Advisory and Investments

(10 minutes presentation followed by 30 minutes discussion)

The expert will briefly outline urban financing in sustainability context. Among a number of aspects, the expert will focus on topics such as financing municipalities for green growth, national and city coordination for financing, role of climate/green finance and role of private sector. The moderator will then engage city representatives through an interactive session.

Theme 5: Urban growth and environmental stewardship (40 minutes)

Expert presentation - John-Rob Pool, Research Analyst, Natural Infrastructure Initiative, WRI and Paul Currie, Senior Professional Officer, Urban Systems, ICLEI Africa

(10-minute presentation followed by 30-minute discussion).

The experts will highlight the various benefits and essential services cities draw from natural resources such as water purification, flood control, climate regulation, green space, biodiversity, food and clean air.

Cities, especially those that are developing fast and building infrastructure at staggering speed, are in a position to catalyze political, social, and economic support to integrate trees and forests into city development plans and are in a position to plan and build our cities with nature.

13:00 – 14:00: Lunch

[Session 4: Stakeholder Perspectives on urban sustainability \(14:00 to 15:15\)](#)

Moderator – Mohamed Imam Bakarr, GEF Secretariat

Panel discussion (45-60 minutes)

- Donovan Storey, Deputy Director and Urban Lead - Green Cities, GGGI – 10 minutes
- Vincent Ndoungtio Kitio, UN-Habitat – 10 minutes
- Faris Khader, Regional Adviser, UNDP – 10 minutes
- Ayanleh DAHER ADEN, AfDB- 10 minutes
- Nomsa Zondi, DBSA- 10 minutes

Q&A (15 minutes)

15:15 – 15:30: Coffee Break

[Session 5: Group discussions and presentation on key thematic areas \(including coffee break\) 15:30 to 17:30](#)

Moderator: Paul Currie, Senior Professional Officer, Urban Systems, ICLEI Africa Secretariat

Facilitated by: GEF, WB, C40, ICLEI, WRI

The facilitators will organize participants into 4-5 groups on key thematic areas. These groups will brainstorm to identify challenges African cities are facing and potential way forward for them. Each group will then make presentation to the plenary.

[Wrap-up and Workshop Closure 17:30 to 17:45](#)

- Coletha Ruhanya, DG, REMA
- Mohamed Imam Bakarr, GEF Secretariat

Day 3. Site Visit

Participants whose travel schedule allowed them to stay on through the final afternoon enthusiastically joined a site visit out to the e-waste facility in Bugesera. Opened in 2017 in an industrial park still under development, the facility is part of a national e-waste management strategy and broader effort to establish sustainable recycling industries. Initiated principally by the Ministry of Trade and industry in partnership with the National Climate Change and Environment Fund, it has recently been privatized. Participants toured the facility and saw first-hand both the technical and manual dismantling of electronic products, the sorting and various reuse streams and ultimately the redistribution of all material from chemical waste to retrofitted laptops for sale. The impact of site visit was immediately evident in the countless photos and videos participants took with city staff eager to bring images of the project back to their own cities for replication.