

Protokollsutdrag

§ 4

Dnr 2013/KS 0329 005

Partnerskap Theewaterskloof i Sydafrika

Beredningen för medborgardialog och mångfalds förslag till kommunstyrelsen

1. Kommunstyrelsen beslutar att ansöka till ICLD om en breddning av partnerskapet med förslag att bedriva ett nytt projekt inom vatten och avlopp/renhållning och/eller inom medborgardialog.
2. Kommunstyrelsen ger i uppdrag till beredningen för medborgardialog och mångfald att utreda om det finns andra projekt och samarbetspartners att inleda projekt med inom bredningens arbetsområden.
3. Kommunstyrelsen beslutar att ett jämställdhetsperspektiv ska ingå i nästa projekt.

Beredningen för medborgardialog och mångfalds beslut




- Informationen noteras.

Protokollsanteckning

Ulla Hoffmann (V) hade yrkat bifall till ordförandeförslaget att beredningen för medborgardialog och mångfald ska föreslå kommunstyrelsen att kommunstyrelsen ger beredningen i uppdrag att utreda om det finns andra projekt och samarbetspartners att inleda projekt med inom bredningens ansvarsområden om hon hade haft rösträtt.

Beskrivning av ärendet

Tyresö kommun och Theewaterskloof Municipality i Sydafrika har ett pågående partnerskap. De beviljade budgetarna för det senaste projektet inom partnerskapet löpte från 2012-2015. Projekt som har varit aktivt under samarbetet tar därav slut under sommaren 2015. Planer på ett nytt gemensamt projekt har diskuterats och kommunen för avsikt att ansöka om en breddning av partnerskapet via ICLD.

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Se bifogad rapportering kring projektet (bilagor).

Ordförandeförslag

Ulrica Riis-Pedersen (C) föreslår att beredningen för medborgardialog och mångfald ska föreslå kommunstyrelsen att besluta att ansöka till ICLD om en breddning av partnerskapet med förslag att bedriva ett nytt projekt inom vatten och avlopp/renhållning och/eller inom medborgardialog.

Ulrica Riis-Pedersen (C) föreslår att beredningen för medborgardialog och mångfald ska föreslå kommunstyrelsen att kommunstyrelsen ger beredningen i uppdrag att utreda om det finns andra projekt och samarbetspartners att inleda projekt med inom bredningens arbetsområden.




Ulrica Riis-Pedersen (C) föreslår att beredningen för medborgardialog och mångfald ska föreslå kommunstyrelsen att besluta att ett jämställdhetsperspektiv ska ingå i nästa projekt.

Yrkande

Peter Bylund (MP) yrkar bifall till ordförandeförslaget att beredningen för medborgardialog och mångfald ska föreslå kommunstyrelsen att kommunstyrelsen ger beredningen i uppdrag att utreda om det finns andra projekt och samarbetspartners att inleda projekt med inom bredningens ansvarsområden.

Bilagor

Bakgrundshistorik om partnerskap mellan Tyresö kommun och Theewaterskoof Municipality i Sydafrika.pdf
project YE Tyresö-TWK report 2013-2014 ICLD 2012-0041.pdf
Report SC Tyresö-TWK 2013-2014 ICLD Dr nr 2012-0040.pdf

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Kortfattad bakgrundshistorik om partnerskapet mellan Tyresö kommun och Theewaterskloof Municipality i Sydafrika

Under 2012 kontaktade Tyresö kommun Theewaterskloof (TWK) med fråga om partnerskap genom det Sida-finansierade ICLD:s partnerskapsprogram (Internationellt centrum för lokal demokrati)- se www.icld.se

För partnerskapet inrättades en styrgrupp i båda kommunerna enligt ICLD:s krav: att både majoritet och opposition skulle vara representerade. För styrgruppen (Steering Committee, SC) finns en egen, av ICLD, beviljad budget. Varje år ska en rapport och budgetredovisning skickas till ICLD för godkännande, (se bilaga Report SC 2013-2014 Tyresö-TWK ICLD Dnr 2012-0040 som är den senaste rapporten).

Från Tyresö har Fredrik Saweståhl och Anita Mattsson varit med i styrgruppen, samt även Andreas Jonsson, Margareta Ternstedt (dåvarande ordförande i gymnasie- och arbetsmarknadsnämnden – se projekt nedan) och Marie Åkesdotter. Tjänstemän har varit Bo Renman, Britt-Marie Lundberg-Björk, Kerstin Hedén (tidigare personalchef med ansvar för internationella frågor) och sekreterare/co-ordinator Mette Kjørstad. Kerstin Hedén har sedermera ersatts av sin efterträdare Ulf Haraldsson.

Efter en "inception phase", förberedelsefas, där parterna undersökte möjligheter till ett konkret projekt, beslöts att Ung Företagsamhet i den modell som bedrivs i Sverige/på Tyresö gymnasium, skulle vara av intresse att utveckla i TWK i syfte att minska ungdomsarbetslöshet, motverka fattigdom och öka den lokala demokratin i betydelsen fler självgäende och engagerade medborgare. Projektet "Young Entrepreneurs" beviljades av ICLD efter ansökan med en egen budget, och en projektgrupp bildades. (Varje år ska en rapport och budgetredovisning skickas till ICLD för godkännande. Se bilaga Project YE Tyresö-TWK report 2013-2014 ICLD 2012-0041 för senaste rapporten.). Projektet drivs i Theewaterskloof av avdelningen för utveckling av den lokala ekonomin, Local Economy Development.

Projektgruppen bestod av Peter Österlund, lärare på Tyresö gymnasium och Helene Bergström dåvarande rektor på gymnasiet samt ytterligare en lärare.

(TWK:s projektgrupp tillsammans med 5 ungdomar från TWK kommer till Tyresö 16-20 februari 2015 för att bl.a. delta Ung Företagsamhetsmässan i Älvsjömassan.)

Projektet har genomförts enligt plan samt även utvecklats av TWK till vad de kallar "The biggest deal". I Sydafrika ligger skolorna inte under kommunerna utan under Provinsen, motsvarande region. Därför var det svårt för kommunens medarbetare att komma in i skolorna under läsåret. "The Biggest Deal" blev istället en tävling som blev lagd under de Sydafrikanska skolornas 5 veckor långa vinterlov. Eleverna skulle göra 7 uppgifter: bilda team/företag, se över sina resurser, tänka ut produkt eller tjänst att sälja, öppna bankkonto, skaffa mentor, göra en affärsplan och visa denna för en "jury", - och sedan sälja allt de kunde innan tävlingen var över. Det team som tjänat mest vann 10000ZAR. 200 ungdomar anmälde sig till tävlingen, och redan nu är intresset stort för nästa tävlingsomgång.

Det lokala näringslivet i Theewaterskloof var starkt engagerade i projektet i form av att vara sponsorer, mentorer och jury.

The Biggest Deal har väckt stort intresse utanför Theewaterskloof kommun, bl.a hos SALGA (South African Local Governance Association, motsvarande SKL) där flera andra kommuner sagt att de vill ta del av en rapport om projektet i syfte att anpassa till sina kommuner.

Ett bidrag på 50 000kr för spridning av projektet har beviljats i december 2014 efter ansökan till ICLD, även detta med en egen budget och rapport som ska skrivas.

De beviljade budgeterna för styrgrupp och projekt löpte från 2012-2015, dvs projektet Ung Företagsamhet tar slut sommaren 2015. Planer på ett nytt gemensamt projekt och fortsatt partnerskap diskuterades vid mötet i TWK 19-23 januari 2015. Även planer på att söka medel via UHR-programmen Atlas eller Athena ska undersökas i syfte att ha fortsatt ungdomsutbyte mellan Tyresö och TWK kring Ung Företagsamhet.

Tyresö har för avsikt att försöka fortsätta samarbetet med TWK av flera skäl. Dels så tar det tid att utveckla ett samarbete med ett annat land på detta sätt och vi ser flera möjligheter till fortsatt samarbete. Kommunerna i Sydafrika ansvarar inte för skola, vård och omsorg såsom i Sverige, utan infrastruktur i form av VA, bostadsförsörjning, elektricitet, vägar är de ansvarsområden som åligger en kommun i Sydafrika. Därför är tex. avfallshantering/källsortering intressant att utväxla kunskaper kring, hållbar utveckling /energispärande intressant, samt även service och bemötande, administration osv intressanta gemensamma utvecklingsområden. Samarbetet har givit Tyresö insikter ur bl.a. ett demokratiskt perspektiv på hur våra olika system fungerar och de utmaningar våra respektive kommuner står inför och möter. Att för medarbetare möta de sydafrikanska förutsättningarna ger perspektiv på de förutsättningar och villkor vi har i Tyresö- genom att möta andra får man syn på sig själv. För de 8 elever från Tyresö gymnasium som fått följa med till Theewaterskloof genom åren har det gjort stort intryck, en av eleverna återvände till Sydafrika för att arbeta som volontär, och 2 av eleverna vid det senaste besöket vill också de söka volontärjobb i Sydafrika. -

En ansökan om "Utvidgning /Breddning" av partnerskapet ska skickas till ICLD 15 mars 2015 efter att TWK styrgrupp kommer till Tyresö 16-20 februari 2015. Eventuella områden för nytt projekt som diskuterats är VA, avfallshantering, medborgardeltagande, servicecenter.

Datum

2014-05-30

1 (16)

ICLD

International Centrum for

Local Democracy

Dnr 2012/0041

Interim report year 2.

Young Entrepreneurs

Tyresö Gymnasium

135 36 Tyresö

Tel 08-5782 99 40

www.tyresogymnasium.se

tyresö kommun



PROJECT

Municipal Partnership Programme

Project name: Young Entrepreneurs		Ref (to be filled in by the ICLD):
Amount applied for: Year 1: 500 000 SEK Year 2: 500 000 SEK Year 3: 500 000 SEK	Length of project (1,2 or 3 years): 3 years	

Swedish applicant organization: Tyresö kommun	Cooperation partner: Theewaterskloof Municipality
Project leader (must be employed by applicant organization): Peter Österlund, Engineering Teacher, working at Tyresö gymnasium with the program "Ung Företagsamhet"	Project leader (must be employed by partner organization): Joanna Dibden Manager Local Economic Development Theewaterskloof Municipality
Address: Tyresö gymnasium	Address: 6, Plein Street, PO Box 24
Postal code: 135 36	Postal code: 7230
City: Tyresö	City and country: Caledon, South Africa
Telephone: +46 707 924 008	Telephone: +27 (0) 28 214 33 00
Fax: 08-742 39 30	Fax: +27 (0) 28 21 43 300
E-mail: peter.osterlund@tyreso.se	E-mail: JoannaDi@twk.org.za

Contact: Peter Österlund, Tyresö Gymnasium 135 36 Tyresö. Tel +46707924008, fax + 46(8) 742 3930, e-post peter.osterlund@tyreso.se)

Summary in English and Swedish

The project objective is to develop and establish a South African tailored entrepreneurial program for learners in secondary schools in Theewaterskloof (TWK), based on the Tyresö model of “Ung Företagsamhet”. The purpose of the program is to prepare, enable and empower the school going youth in TWK – and Tyresö – with the confidence and skills to take responsibility and create their own jobs when leaving school and entering the labor market.

The project’s timeframe is 3 years June 2012- June 2015.

Year 1, June 2012 to August 2013: Preparation and planning for a pilot of a one year long entrepreneurial program for learners in secondary school in TWK.

Year 2, September 2013-June 2014: Implementation of the young entrepreneur pilot program for youth aged 14-18 years of age in TWK.

Review of the project plan towards the end of the 1st Phase in 2013, revealed that certain assumptions made during planning needed to be corrected as those impacted on the implementation of the project.

Activities:

- Visit from Tyresö to TWK in the beginning of December 2013, to meet with the Project Team TWK, evaluate the pilot in progress, compare assumptions to realities, address challenges and look for local solutions to those challenges. Meet the Project participants and attend Business Concept Presentations, where 4 participating teams where to pitch their business ideas to a panel. Present progress and way forward to TWK Steering Committee.
- Visit from TWK to Tyresö in March 2014 for the Stockholm Young Enterprise Fair and presentation of the Biggest Deal Challenge (a program adopted from the Young Entrepreneurs, Sweden , based on lessons learned and addressing local realities. Biggest Deal concept presented to Steering Committee and South African Ambassador to Sweden, Ms. M. D. Marasha.

All planned activities were carried out as planned and the amended entrepreneurial program befitting South African conditions and realities have been developed and adopted to **The Biggest Deal Challenge**

Projektets syfte är att utveckla och etablera ett skräddarsytt entreprenöriellt program för elever i gymnasieskolor i TWK i Sydafrika, baserat på Tyresös modell av "Ung Företagsamhet". Syftet med programmet är att förbereda och ge de verktyg som skolungdomar i TWK - och Tyresö behöver för att med självförtroende kunna ta ansvar och skapa sina egna jobb när de lämnar skolan och kommer ut på arbetsmarknaden.

Projektets tidsram är på 3 år, juni 2012 - juni 2015.

År 1, juni 2012 till augusti 2013: Förberedelser och planering för en ett års långt entreprenöriellt pilotprogram för elever i gymnasiet i TWK.

År 2, juni 2013 till augusti 2014: Genomföra ett ett års långt entreprenöriellt pilotprogram för elever i gymnasiet i TWK.

Revidera projektplanen i slutet på piloten då en del antaganden visade sig vara felaktiga och det påverkar genomförandet avprojektet

Aktiviter som genomförts:

- Besök från Tyresö till TWK i början av december 2013. Träffa projektgruppen i TWK och utvärdera .piloten, jämföra antaganden mot verkligheten, identifiera utmaningar och ta fram lösningar på dessa utmaningar. Möta projektdeltagarna och lyssna på de fyra lagens presentationer av deras affärsidéer. Presentera för TWKs styrkommitté vad som gjorts i projektet och förslag på hur vi går vidare till.
- Besök från TWK till Tyresö mars 2014. Besöka "Våga vara egen" på Stockholmsmässan. Diskutera "Biggest Deal Challenge" ett program utvecklat för Sydafrikanska förhållanden, inspirerat av Ung företagsamhet i Sverige. Presentera "Biggest Deal Challenge" för den svenska styrkommittén och Syd afrikansk ambassadör i Sverige, Ms VD Marasha.

Alla planerade aktiviteter genomfördes som planerat. Det för Sydafrikanska förhållanden .skräddarsydda entreprenöriella programmet Biggest Deal Challenge har utvecklats och startats.

Background and problem description

Tyresö Municipality has a tradition of international contacts and exchange, partly through twin town cooperation. But the municipality management wanted to find new partners and forms of cooperation to establish a long-term partnership for mutual learning, cooperation and development. When discussing new potential international partners, the municipality management in Tyresö was interested in South Africa (SA), due to the long history of connections between Sweden and SA, and to the political change and democratic process starting during the 90s. SALAR helped Tyresö to get in touch with Theewaterskloof (TWK) and the two municipalities saw a lot of potential in a mutual, long-term partnership.

Tyresö and TWK applied and were granted funding from ICLD for an inception phase, dnr 2011/0042. During this period the two municipalities wanted to investigate potential areas of cooperation, but also discuss and find out if Tyresö's model for working with young offenders could be something to build upon in TWK. Four councillors and the CFO from TWK visited Tyresö in August 2011 and three councillors and three officials from Tyresö visited TWK in November-December 2011. At the end of each visit we had a workshop to discuss potential areas for one or two cooperation projects between the municipalities.

As a result of these workshops, we decided not to focus on the work with young offenders in our future projects, since this work is a state matter in SA and not the responsibility of the municipality. However contacts were made with parties that were interested in the Tyresö model and informal contacts will continue, but not within a specific project.

A weakness during the inception phase was that we were not fully aware of the differences in scope when it comes to a municipality's responsibilities in our respective countries. A strength was the mutual and very strong commitment from everyone involved to work together and learn from each other to benefit the citizens in our municipalities. We found many areas for future potential projects and we have already learnt a lot from each other, picked up ideas from our exchange and started to integrate them in our work at home.

With the planning phase coming to an end, project teams had an opportunity to reevaluate the realities against the initial assumptions made during the planning phase and were in position to reengineer the project in order to mitigate those challenges. The Biggest Deal Challenge has then been adopted as the South African program corresponding to the "Ung Företagsamhet" in Sweden

Problem description

Youth unemployment in the Theewaterskloof region was last pegged at 19.8% (2011) and poses a real threat to overall economic sustainability. Lessons learned during the planning/testing phase uncovered new underlying causes to the problem, reaching much deeper than lack of employment opportunities for youth.

The core of the problem seems to be embedded in the social structures of the communities, whereby young people no longer believe they are worth the effort of trying to improve their livelihoods (a belief which is reaffirmed at schools and homes). Low self-esteem, apathy, family circumstances, substance abuse and lack of networks to access opportunities are some of the reasons for the lethargic state young people find themselves in.

Participants and target groups

For list of the individuals taking part in the visit to Tyresö respectively TWK see below Activities.

- Learners from the Junior Council (JC) of the Theewaterskloof Municipality. The JC of TWK shall be the target group for purposes of the pilot study. The Council consists of elected learner leaders from each of the nine (out of ten) secondary schools within the TWK area.
- Participants (Teams) which has signed up to the Biggest Deal Challenge.
- Partner organizations, sponsors and contributors to the Biggest Deal Challenge in TWK.
- Learners (two classes) from Tyresö Gymnasium have presented their companies to visitors from TWK

Achieved goals in the project:

Overall objective -, the vision was

- Reduce youth unemployment and increase the number of young people creating their own jobs as well as jobs for others through starting enterprises, thus also supporting themselves and paying taxes.

OUTCOME:

As the target participants are school going youth, the target will be measurable only in year 3, however, much progress has been made in

engaging the youth in trying a hand in small business initiatives, ranging from garden maintenance to babysitting.

- Develop an entrepreneurial spirit, mentality, confidence and skill of the school going youth to enable them, when entering the labour market, to create their own jobs instead of relying on the state and the formal business sector to do that for them.

OUTCOME:

This target has been reached, with the reengineered Young Entrepreneur concept of Biggest Deal Challenge being launched. 28 teams have signed up to participate, equating to 149 young people in the program.

Teams comprise of both female and male participants, without prejudicing any of the genders in any manner. The program is equally available to boys and girls and does not favor any particular gender.

- Through the entrepreneurial program TWK can provide greater substance to the attempts of the municipality to stimulate its local economy through e.g. tourism, small business development and entrepreneurship. Local Economic Development is considered a critical cure in alleviating the levels of poverty in TWK and in dealing with the effect thereof, for example alcohol and substance abuse, gangsterism and crime, teenage pregnancy amongst the youth.

OUTCOME:

The Biggest Deal Challenge and the Partnership with Tyreso has brought the municipality and private sector closer together, aiding the drive towards sustainability and improved dialog.

Recently hosted Business Breakfast saw 48 private sector partners participate with over 25 pledges being made towards the Biggest Deal.

Such interaction and improved collaboration with the business sector contributes to improved socio-economic environment and strengthens community's involvement in fighting crime and substance abuse.

Project objective

- The project objective is to develop and establish a South African tailored entrepreneurial program for learners in secondary schools in TWK, based on the Tyresö model of “Ung Företagsamhet”. The purpose of the program is to prepare, enable and empower the school going youth in TWK – and Tyresö – with the confidence and skills to take responsibility and create their own jobs when leaving school and entering the labor market.

This objective has been achieved, with The Biggest Deal Challenge developed as a South African response to “Ung Företagsamhet” in Sweden.

Achieved results

Summary on progress in regard to the Biggest Deal

Teams Registered:

RSE	x 1 team
Caledon	x 1 team
Tesselarsdal	x 1 team
Grabouw	x 17 teams
Genadendal	x 3 teams
Greyton	x 1 team
Villiersdorp	x 4 team

Total participants 149 youngsters

Next Step:

Induction day scheduled for the 26th June where teams will be meeting with mentors and business partners and will be taken through each of the tasks in the challenge.

Activities

Tyresö visiting Theewaterskloof December 2-8 2013

Participants from Tyresö Gymnasium

Ms Helene Bergström. Headmaster

Mr Peter Österlund. Teacher

Ms Lisbeth Ozel Teacher

Ms Jonna Hedlund. Student
Mr David Odelius. Student

Purpose of the visit

Review and revisit set objectives as per planning phase. To touch base with the Project Team TWK, evaluate the pilot in progress, compare assumptions to realities, address challenges and look for local solutions to those challenges. Meet the Project participants and attend Business Plan Presentations, where 4 participating teams were to pitch their business ideas to a panel. Present progress report and recommend way forward to TWK Steering Committee.

Outcomes

The evaluating of the pilot showed that some of the assumptions the pilot was based on was wrong. The pilot didn't attract as many learners we hoped for. The pilot was not a failure because we learn a lot and were able to revise the plan forward. We presented our evaluations of the pilot and different way to go forward with the project to the TWK Steering committee. Appendix: Report on the Planning Phase (Powerpoint presentation) and Closure report on the planning phase project Young Entrepreneurs

The presentations were straight forward and clearly pointed out the challenges but also suggestions how to proceed. We sought support and guidance how we would move forward. The steering committees expressed disappointment and were not satisfied with the result. They wanted the project teams to present a new strategy. TWK project team developed the "Biggest Deal Challenge". Appendix: Biggest Deal Presentation 2014 and Appendix 2 Biggest Deal summary on progress.

Theewaterskloof visiting Tyresö March 17-21 2014

Participants from Theewaterskloof

The visit comprised of 1 teacher, 2 students, 3 officials: project manager, project coordinator and senior management representative:

Ms Joanna Marzec-Visagie (ex Dibden) Project Manager YE – Project, TWK Municipality

Mr Cecil Davids Project Leader: Logistic & Coordination, TWK Municipality

Ms Belinda Swartland : Deputy Director , Development

Mr Ronald Phillips, Groenberg High School : teacher

Ms Chivonne Cyster , Learner, Groenberg High School, Mayor to the Junior Council

Mr Justin Samuels, Learner, Swartberg Secondere, winner of the Business Concept presentations in December 2013.

The students were selected based on the following:

- Justin Samuels was the winner of the Business Concept presented to a panel of business sector experts including Tyreso Project Team in December
- Chivonne Cyster is the Mayor at the TWK Junior Council, an organization comprising of young leaders learning the workings of local government.

Purpose of the visit

The purpose of the visit was to showcase and introduce the newly developed concept, the Biggest Deal Challenge to the members of the Swedish Steering Committee, also to introduce and market the concept to the South African Ambassador to Sweden, Ms M. D. Marasha, who showed great interest in the partnership and the Young Entrepreneurs project, regarding it as an innovative and much needed approach to the challenges South Africa has to meet.

The visit to the “Våga vara egen” Fair was an added benefit, where the learners and teachers could interact with their Swedish counterparts and be inspired with ideas to take home and test in their local environment.

The teacher accompanying the team was selected because of his involvement, mentorship and active participating in entrepreneurial programs in his school.

The municipal team was selected by the South Africa Steering Committee, TWK.

Outcomes

For the team, one of the most visible value adds of the project has been the confidence and paradigm shift of the students participating.

The increased maturity and personal growth, the ability to amalgamate various subjects within this project, provided visible progress contributing to personal development of the young participants.

The team felt that the benefit of this project to the individual student is invaluable. The success is not measured by how well the business is doing but by the personal growth of the participant.

The practical approach allows for different learning methods where theory is applied in practical scenarios, which also accommodates participants who are at

different levels and have different learning abilities.
Learning by doing, galvanizes the theory within practice.

The reflections from the education sector (teacher accompanying the group).
This visit has been very enlightening, there are opportunities to learn from processes such as, establishing of the companies, practical implementation of the establishment and closure of companies, the comparison of real application of business plans, how it looks on paper vs how it translates in the real world.

Mr. Philips (teacher) saw many exciting ideas he is keen to implement now in South Africa upon his return and he saw the mere opportunity to exchange ideas with other students and teachers of incredible value.

Potential opportunity for expansion; looking to have student exchange program, where students would visit the country for 2-3 weeks at a time.

Reflections of the South African students:

Justin, 16 years of age, Grade 11 student, winner of the business concept competition of 2013.

“Swedish students seem to recognize and respond to opportunities; they grasp it and build on it. The students are creative and encouraged to be inquisitive and question things. According to Justin, South African students are bypassing and wasting many opportunities, whereby students in Sweden are more mature, more competitive and more ready and equipped for adult life. “

It could be that it is because of the upbringing or culture or general different way of thinking, where people feel free to express their ideas, ideologies and beliefs.

Student teacher relationships; “In SA teachers are more authoritative, while in Sweden it seems to be more like a partnership, where students feel free and comfortable to address and engage with the teacher. Their motto, to get respect you need to give respect.”

The authoritative relationship between teachers and students in South Africa does not seem to encourage free flow of thinking and creativity.

Although, he also understands it could be easy for teachers to be derailed by the students, if they engage in lengthy discussions all the time.

Chivonne, 16 years old, Grade 9 student, also the Mayor for the Junior Council. According to her, Swedish kids come across very independent, compared with the culture of teaching, the small classes and ability to choose classes is unimaginable in South African schools. Chivonne felt that South African teaching system appears more focused on the individual (what is good for me?) rather than the overall benefit for the school or a class or a group. In her opinion, Swedish kids seem to be less driven by individual gain and happier to work in a team. **Objective of the visit has been achieved.**

Businesses Breakfast held on the 22nd May in TWK generated the following pledges from corporate partners:

1. Villiersdorp Business Chambers – sponsor team
2. Cherry on Top Hair Salon - sponsor team
3. Alan Transport - financial and mentorship
4. SAB – sponsor a team + mentorship
5. Fynbosland Consultancy: mentorship and business plan software
6. Realnet : sponsors team and mentorship
7. Derri Farenheim (RSE Finance) - accounting, bookkeeping, business plans
8. Elgin Learning Foundation - research , mentorship and coaching
9. Prestige and TFG (foshini group) – mentorship, coaching + TFG voucher
10. Genadendal transport - mentorship for groups in Genadendal
11. Stephen Young - mentorship and sponsorship
12. Linda Farenheim - public speaking and presentations
13. Sikhula Property Development - mentorship, sponsoring team, financial support in between
14. Grabouw Business Junction - seed funding
15. Imvusa Trading - seed capital and mentorship
16. Forfebs Pty Ltd - mentorship
17. Debrah Smoek - marketing and tourism mentoring
18. Rabbit in the Hat - marketing and PR workshop
19. Midas - mentorship and business coaching
20. Caledon Casino - venue and equipment, “Reel Deal Kids”, spa entrance, mentorship and coaching by the entire exco team, offer to expand support by Tsogo nationally
21. Mr Chris Punt; tutoring and agri business farming to an agri team
22. Overberg Agri - mentor, business coach, sponsor team and R10 000 prize money

- 23. Caledon Toyota - mentor and team sponsor
- 24. MyBudgetFitness: mentorship, funding , structure and systems for admin
- 25. Absa - R10 000 prize money, mentorship, branch assistance, task assistance
- 26. Gerald Francis - mentorship
- 27. 5D Advertising: mentorship

Marketing:

- Posters and flyers designed, printed and distributed to all 10 High schools, town offices and libraries
- Libraries kitted out with branded boxes for team entries
- Website designed, www.biggestdeal.co.za
- Facebook and twitter went live end of April
- Web system in place to route website entries to one e-mail account
- Distribution done through Junior Council agents
- Met with individual school principals
- Presented to Junior Council on the 26th May

PR:

- Letter of support to businesses published in Kontreinuus
- Article on this initiative featured on LeadSA website and Kontreinuus
- Radio interview with Radio Overberg (aired on Smile 90'4 FM)
- Press Releases released:
 - o call for business support and mentorship
 - o Theewaterskloof Youth being Entrepreneurial
 - o Letter from the Mayor calling for businesses to participate

Sustainability and dissemination.

With the Biggest Deal Challenge attracting private sector buy-in, it is envisaged to regard this as an annual event.

The project design allows for upscaling and expansion into other areas of intervention, such as small business support for existing enterprises and sector based support (agriculture, tourism etc).
This initiative has potential to be scaled up to the District and Provincial levels.

The Biggest Deal Challenge, the concept, mobilisation of participants and private sector, update on progress and follow up on the teams has been done through social media and website www.biggestdeal.co.za.

Articles have also been published in the local newspapers, 1 radio interview and LeadSA, a social change organisation published an article on their website about this initiative.

Decreased poverty

In terms of direct financial beneficiation, it is too early to draw conclusion, actual results of the implementation and financial benefits will be measured in August 2014, once the teams have submitted their financial results.

However, there has been strong impact on improved dialog with the private sector, business sector willingness to contribute to this initiative, both financially and through mentorship and business coaching, creating conducive environment for the participating teams to thrive.

Mutuality

The exchange visits allowed us to reflect on lessons learned from the 1st phase and repackage the South African solution to UF in a way which would address the challenges experienced to date and still carry the main thread of the program which is exposing the youth to entrepreneurial activities in real time scenarios.

The benefits of this partnership are clear, as described in the reflections of educators and students in the report above. Being able to participate in the UF Fair and to be exposed to such injection of ideas and creativity left a very strong impression on both South African teachers and students.

The opportunity to present the Biggest Deal as well as the TWK/TYRESO Partnership to the SA Ambassador Ms. Mandisa Dona Marasha, has given this project an added clout of prestige and allowed both project teams to escalate the levels of engagements to another level. The support and encouragement received from the ambassador has been indeed very positive and both teams felt optimistic that the good will and enthusiasm that the project received to date, bodes well for the future.

The ambassador expressed interest in speaking to others in her networks about this project and was very proud of the partnership (TWK/Tyreso) being active, with project teams from both countries working so closely together, exchanging ideas, supporting each other, being a good example of how a true partnership should work.

Both project teams recognize that many lessons have been learned in Phase 1 and many are still to be learnt in the future. Both teams are excited to be moving forward in the partnership, building on work done to date, mobilizing resources and support for the Biggest Deal as well as looking for ways to achieve most value out of this relationship and allow as many people as possible to have an opportunity to learn, be part and experience this cultural and educational exchange.

Environment

The flights have been bad from an environmental view. When TWK has been visiting Tyresö we have used public transportation as much as possible and we are planning to use videoconferences.

The Young Entrepreneur project resonates with the reuse, reduce, recycle (in some cases upcycle) philosophy, as resources for South African participants are limited, looking up to making waste work is one of the easiest and quickest options for additional cash.

The roll out of buy back centers throughout the municipality (where communities could bring their recyclables in exchange for vouchers or goods) are mostly operated adjacent to schools and encourage learners to see value in 'trash'.

Events such as "Trash to Treasure" festival, eco-brick making competitions and community gardens all lead to communities learning to sustain themselves and creating entrepreneurial activities in their localities, which not necessarily require substantial capital input.

Bartering and food exchange initiatives have also started to become popular, giving opportunities for home gardeners to exchange their produce with one another, or sell at a local weekly market.

Gender equality

In the project all has been given equal opportunity to participate regardless of gender. When we visited each other we have had a good balance between gender both among students, teachers and other adults. The students' reflections during these visits have been very valuable.

The project continues to provide equal opportunity of participation to both boys and girls.

Co-operation climate

The cooperation between both project teams has been good.

Written reports and feedback to Steering Committees are done jointly (as one voice) and there is close collaboration and communication between Project Team Tyreso and Project Team TWK.

The exchange visits allow for strategic sessions, reviews, revisions and brainstorming sessions, when looking for alternative solutions to challenges. The visits also aid greatly to improve the learning of countries, leadership styles, differences in organizational cultures and structures.

Both teams feel they have benefited from the exchange.

Other financiers

There are no other financiers.

Cost accounting

See appendix

Payment

Swedish bank account 5674-3529 Referents 106-92230-111008

Tyresö 140530

Theewaterskloof 140530



Peter Österlund
Projectleader Tyresö

Joanna Dibden
Projectleader Theewaterskloof

Datum
2014-06-11
1 (10)
Dnr 2012/0040

ICLD
International Centre for
Local Democracy
Visby

Interim report year 2 from the management and coordinating committee (Steering Committee) for the partnership between Tyresö municipality and Theewaterskloof municipality in South Africa

Contact: Mette Kjørstad, Tyresö kommun, Kommunledningskontoret, 135 81 Tyresö.
Tel 08-5782 9159, fax + 46(8) 5782 9033, e-post mette.kjorstad@tyreso.se

Summary in English and Swedish

Styrgrupperna ha träffats två gånger under året. Mot bakgrund av första årets trassel med rapportering, ägnades mötet i Tyresö i oktober 2013 åt en genomgång av alla riktlinjer som ICLD har för partnerskap. De beslut/ förslag till beslut som fattats eller föreslagits vid styrgruppsmötena 2012-2013 sågs över och korrigerades. Då det har skett mycket ändringar av tjänstemän som varit engagerade i partnerskapet, gjordes även en korrigering och uppdatering av aktuella personer.

I mars 2014 i Theewaterskloof ägnades en dag åt uppföljning av hur TWK projektgruppen hade arbetat och sökt vägar att införa Ung Företagsamhet i TWK. Den andra dagen ägnades åt samtal om Theewaterskloof's framtid ur hållbarhetssynpunkt, vilket gav bakgrund för samtal om fortsatt partnerskap. Styrgruppen beslöt att till oktober 2014 ansöka om breddning och utveckling inför planer om ett nytt gemensamt projekt.

The joint Steering Committee has met twice during the year- in Tyresö in October 2013, and in Theewaterskloof in March 2014. The task for the 4-day autumn meeting was a thorough reading of the ICLD documents so as to get a

shared understanding of the undertaking and responsibilities of the Steering Committee. We also checked all decisions that had been made by the joint Steering Committee in 2012-2013 to tick off what had been done, what was yet to be done, and what was no longer valid. Since there has been a turnover in staff in both our municipalities we also updated the names of those now engaged in the partnership.

At the meeting in March 2014, the subject for the first day was the development of the Young Entrepreneurs partnership project. The second day Theewaterskloof told about their work; as well as the challenges they face in terms of institutional, corporative, service delivery, infrastructure, development and growth, income and debt collection. They informed Tyresö Steering Committee about the strategy developed by Council and administration to create long term sustainability and that this is the primary objective of the municipality for 2013/2104 and 2014/2015. This presented a good background for discussions about a possible next project that could support sustainability enhancing drives and methodologies of Theewaterskloof and Tyresö municipalities. The joint Steering Committee decided to send in an application for Development and expansion to the October 2014 deadline.

Background

This has been the third year of our partnership, and the second year for the Young Entrepreneurs project.

We have since the inception phase more and more become aware of the differences in the way our municipalities are organized within our national structures, and run on a day-to-day level. The most vital difference that plays a major role in our project is that the schools in Sweden are under municipal rule, whereas in South Africa they are run by National and Provincial Government. For further clarity it is mentioned that South Africa has a three level government model: National Government, Provincial Government and Municipal Government that includes local and district municipalities. Due to the TWK municipality not having any "say" in the schools, this created difficulties when the TWK project team sought to get partners within the local school system. The project intention of promoting entrepreneurship to youngsters as a way to get the confidence, skills and tools to create their own jobs when leaving school and

entering the labour market had to be redirected into a new form- but the objectives: decreasing poverty and unemployment amongst the young are still the same. The need for youths to enhance their own lives is motivated by the negative socio-economic and welfare levels in communities they live in. The Biggest Deal Challenge facilitates for teams to meet with business people and business facilitating and support entities; as well as to gain opportunities to create own businesses as part of the challenge and to subsequently gain vital entrepreneurial abilities, expertise and experiences. The Challenge allows participating youths to rise above their circumstances and to influence others to do the same.

The Biggest Deal Challenge, which is a South African adaption of the Young Entrepreneurs program, "The Biggest Deal- learn and earn", has been launched by the creative TWK project team. The project was launched in Theewaterskloof in May 2014 and will take place during the South African Winter Holiday in June and July 2014. A interactive mayor's breakfast was hosted by the Project team for the municipality, private sector and youth participants to join forces to enhance the success of the Challenge. At the breakfast 27 local businesses and individuals adopted teams for tutoring and funding. This is one of the biggest displays of interaction between the municipality and private sector in the history of the municipality.

Internal grounding and participation

The members of the Steering Committee in Tyresö represent the political majority and the opposition, as well as all of the municipal departments.

Members of the Steering Committee Mrs Margareta Ternstedt, chairman of the board for the upper secondary school and labour market and Mrs Britt-Marie Lundberg-Björk, head of the department for the upper secondary school and labour market, stay in regular contact with the YE project leader at Tyresö gymnasium.

Decisions about the partnership are made in Tyresö by the Steering Committee chaired by the municipal Mayor and also in close communication and contact with the project leader at Tyresö gymnasium.

Both the municipal board and the municipal council are well informed about the progress and development of the partnership.

Information about the partnership has been posted both on the municipality's intranet and on the external website. Tyresö Gymnasium has a webpage about the partnership.

Theewaterskloof municipality heard about the potential partnership with Tyresö Municipality from the South African Local Government Association (SALGA). It led to contact between the two municipalities and principal agreements about a partnership and terms of references. The matter was discussed and considered by the Executive Mayor and his Committee and based on their motivation adopted by Council. It was rolled out politically as a project in the Office of the Speaker who operates through the Steering Committee representing all political parties on Council. Administratively the project resides in the office of the Municipal Manager who facilitated a municipal Task Group consisting of functionaries in the Directorate: Development. The directorate placed it under the care of Department Local Economic Development.

External grounding and participation

The Moderate and Social Democratic Parties in Tyresö have had articles about the partnership in their local newspapers which are distributed free of charge in Tyresö municipality. Articles about the partnership have been in the municipal monthly supplement to the local newspaper Mitt i Tyresö. Lectures and information about the partnership has been given at both the Tyresö Rotary branch and at the local Entrepreneurs Association (Företagarförening). During the meeting in Tyresö on October 2013, the TWK delegation, together with Tyresö politicians and the Tyresö coordinator were received in Stockholm by the South African ambassador to Sweden, Ms Mandisa Dona Marasha.

Ms Marasha was very positive to the partnership Young Entrepreneurs project. She told that she was going to a Bi-national commission meeting in Pretoria, with focus on strategic economic cooperation and skills for young people, women and entrepreneurship. *"Cooperation with municipalities in Sweden could enhance these goals. "Ung företagsambet" is a very good concept and I will tell my colleagues about it. It would be of great help if Young Entrepreneurship could be on the school curriculum in South Africa as it is in Sweden, I will bring this point to the table. I want to identify areas where cooperation could be enhanced, we need to work together to make a bigger impact".*

We also invited the ambassador to Tyresö in March 2014 when the TWK project team came to Sweden. The ambassador came to Tyresö gymnasium to meet the

project leaders, learners and teachers engaged in the Young Entrepreneurs project in Tyresö and TWK. The TWK adaption of YE, "The Biggest Deal" was presented to the ambassador, who showed strong appreciation for the concept, and said that she promotes the concept to her peers on the government level in South Africa. The Tyresö coordinator stays in regular contact with the embassy to keep the ambassador informed about the development of the partnership and YE-project.

In Theewaterskloof the project was announced to the public by means of Municipal Town and Corporate newsletters which is free of cost and reaches each household in the municipal area. The Biggest Deal Challenged recently received coverage in local newspapers such as Overberg Gazette and the Elgin/Grabouwer. The Challenge is also advertised on the front page of the Theewaterskloof municipal website <http://www.twk.org.za/> As mentioned the Challenge was publicly announced at a mayoral breakfast at which occasion information about the Theewaterskloof/Tyresö-project was also conveyed.

The Steering- and coordination Committee

The joint Steering committee has met twice during the work year; in Tyresö in October 2013 and in TWK in March 2014. Attached are minutes from both meetings, as well as other documentation from the meetings.

Participants in the meeting in Tyresö

From Tyresö:

Mayor Fredrik Saweståhl, Leader of the opposition Ms Anita Mattsson, chairman of the board for social services, Mr Andreas Jonsson, , chairman of the board for upper secondary school and labour market Ms Margareta Ternstedt, Municipal director Mr Bo Renman, coordinator Ms Mette Kjörstad. Contributors were also project leader Mr Peter Österlund and principle Helene Bergström.

From Theewaterskloof: Speaker Ms Christelle Vosloo, Counsellor Mr Glen Carelse, leader of the opposition Mr Andrew Cupido, MM (municipal manager) Mr Stanley Wallace.

The meeting hosted by Tyresö had the theme "Cleaning up and moving forward". The days were spent reading through the ICLD guidelines for the partnership and the project as means of getting a shared understanding of the

responsibilities and requirements of the partnership as formulated by ICLD. We were assisted by Ms. Maria Larsson from ICLD, who helped clarify the main targets for ICLD in their assignment to the Swedish donor organization SIDA. Her professional help was much appreciated and helped the steering committee to look at administrative issues that had not been going so well the previous year. We also went through all decisions made at our previous meetings and updated the list by ticking off what had been done, what not (and why), and what was still to be done. See attached minutes and documents.

The minutes of the meeting held between the two Steering Committees in Caledon, Theewaterskloof on Wednesday and Thursday 5 and 6 March are attached to this report. The meeting was attended by Alderman Chris Punt – Executive Mayor of Theewaterskloof municipality; Mister Frederik Sawestahl – Mayor of Tyresö municipality; Mister Stan Wallace – Municipal Manager of Theewaterskloof municipality; Mister Ulf Haraldsson – Deputy Municipal Manager of Tyresö municipality; Ms Anita Mattson – Leader of the Opposition of Tyresö municipality; Mister Glen Carelse – Councillor of Theewaterskloof municipality; Mister Andy Cupido – Councillor of Theewaterskloof municipality; Ms Mette Kjørstad – Coordinator for the Tyresö Steering Committee; Mister Cecil Davids – Member of Theewaterskloof Project Team; and Mister Hugo Geldenhuys – Official: Theewaterskloof municipality: scribe of the meeting. Ms Christelle Vosloo, Speaker of Theewaterskloof municipality was ill and could not attend the meeting. The meeting dealt primarily with feedback by the respective steering committees, matters concerning the funds and project requirements of ICLD, informing the public of the project via the media, financial reporting, the budget, the necessity of video/media conferences, a new coordinator from Theewaterskloof, an assessment of project progression, the future of the project, The Biggest Deal Challenge, sustainability challenges faced by Theewaterskloof municipality, identification of a new project and visit to a housing project.

The role of the coordinator

In Tyresö, the coordinator sets agenda for the steering committee meetings together with the Mayor. The coordinator also does the budget for both the Steering Committee and the Partnership Project. The Tyresö coordinator writes the yearly report and minutes from meetings for the steering committee and follows up decisions taken by the steering committee. The coordinator stays in close contact with both the project leader in Tyresö and in Theewaterskloof, and assisted in the planning of the program for the TWK project team when they

came to Tyresö in March 2014, and also helped with the activities during that visit.

In Theewaterskloof the coordinator contacts with the coordinator of Tyresö, writes minutes of meetings between the two steering committees and for the Theewaterskloof steering committee, does the logistical arrangements for meetings, are responsible for invoices, have an oversight role over the Project team on behalf of the Speaker, represents the interests of the Speaker and municipal manager in the project, cooperate in the writing of annual project reports, contribute in the rationalisation of new projects, liaise between the political and administrative functions of the municipality as far as the project goes, support travel arrangements of the steering committee for visits to Tyresö and performs the arrangements for the stay over of Tyresö delegates.

The mode of cooperation

Theewaterskloof has a new coordinator for the steering committee since March 2014. This is the fourth time that TWK changes coordinator during the last 2 years of the partnership. The shared writing of the minutes from the meeting in TWK in March 2014 by the two coordinators was a pleasure compared to earlier attempts at mutuality. Hopefully also the work done by going through all ICLD documents at the joint steering committee meeting in Tyresö in October 2013 has brought about greater understanding of the ICLD requirements for the partnership, which are essential for the understanding of the tasks that the partnership, and the coordinator, has to deliver, and the mode in which it is to be done.

The coordinator in Tyresö stays in regular contact with the coordinator in TWK, to ask for information or to remind of things to be done. The Tyresö coordinator initiates contacts about the report and budget and, and sends (translated) minutes from the Tyresö SC meetings to the TWK coordinator to pass on to the TWK Steering Committee. The Tyresö coordinator does the budget for both the steering committee and the YE- project, and TWK are to send in invoices together with receipts to verify the invoice to the Tyresö coordinator. This year a deadline for sending in invoices has been set by the Tyresö coordinator so as not have to ask for a postponement again. If any

invoices are not sent in in time, they will be disregarded and not put in the final account to ICLD.

TWK responds to the Tyresö coordinator rather than initiating contact about the work, hopefully that will become more of a shared responsibility and awareness with the new TWK coordinator.

The Tyresö coordinator does the first version of this report, and then it is processed by the TWK coordinator, and finally by both Steering Committees.

The role of the coordinator of Theewaterskloof municipality is as described in the aforesaid. The Theewaterskloof Steering Committee took a decision that the new coordinator must be involved in the project on the almost the same level as the Tyresö coordinator. This goal had by and large been achieved and currently the coordinating tasks, especially in regards to reporting, general administration, financial activities and applications for continued funds have been more evenly shared between the respective coordinators of Tyresö and Theewaterskloof. Theewaterskloof municipal coordinator does the administration and coordinating tasks of the local steering committee whilst he also has an overview role in regards to the projects of the local project team. Financial administration emanating from Theewaterskloof's tasks in regards to the project is dealt with by the coordinator.

Payment – State on which Swedish bank account the money is to be put.
Bankgiro 5674-3529 reference 106-922030- 10608

The contribution of the foreign partner:

In terms of human resources the participants are representatives of structures of Council and administratively personnel in the office of the municipal manager and Directorate: Development. The Steering Committee consists of the Speaker, three councillors and the coordinator. The working group consists of all department local economic development. Costs are related to, amongst others, travel, passports and VISAs; meetings, venues for meetings, meals and refreshments, VAT, proportional salaries of personnel and councillors; and the costs of The Biggest Deal Challenge, media, the mayoral breakfast. Involving the

private sector is also a contribution and currently 27 businesses ranging from small, medium to macro sizes.

Continuation of partnership

The Young Entrepreneurs project comes to an end in the summer of 2015. We are convinced that by then the concept will be firmly adjusted to the realities of Theewaterskloof and will be able to stand on its own as a yearly event without the aid of Tyresö. But, even if there will be no more ICLD funding for the project, the ties have grown strong between the politicians and staff involved in the project from both Tyresö and TWK, so Tyresö will follow the development of The Biggest Deal with great interest.

The issue of continuation was raised at both SC meetings during the year. The aim is to send in an application for development and expansion in October 2014. Before doing this, the two Steering Committees are going to have videoconferences to discuss which field/s to look into during the 6 month development phase before applying for a new project in October 2015. The proposals for a new partnership project when this is written are, from Tyresö's side within the field of water, sewage and waste management- but it is still to be discussed in the Development and expansion phase. It is too early to say anything about a timeframe for the new project since that would depend upon which project is going to be sought for. A vital key factor on which the future of the partnership is based on, and depends on, is the administrative work done by the two coordinators- this must work well from both sides and be shared equally.

Contact with ICLD

We are most grateful that Maria Larsson from ICLD could be with us a couple of days when we had our meeting in Tyresö in October 2013. She helped create clarity about the requirements that before had not been observed as they should. As one TWK delegate said, "It is hard to find the time at home to go through all these documents properly, therefore it is good that we could spend this time doing it properly and with professional help".

Last year we had to have a postponement for our report since it was not finished on time, we sent in our report on September 13th 2013. We received feedback in March 2014. It was a very long time to wait 1/2 year for feedback and refunds for

our expenses. Because we this year send in our report earlier than the deadline (August 1), we hope that this can be of help to ICLD and better fit in with the administrative routine of the ICLD work year.

We appreciate that we could get the format for the application for development and expansion in a Word document so that we can work with it before it appears on your website in September as we need time to process the application.

1. reso 2014-06 11

Theewaterskloof 2014-06 12



Mette Kjørstad
Partnership Coordinator



Hugo Geldenhuys
Partnership Coordinator

Datum 2015-02-05
Tid 18:00–20:00
Plats Bollmora

Beslutande Se närvarolista

Övriga deltagare Se närvarolista

Justeringens plats och tid Kommunkansliet 2015-02-09, 09:00

Paragrafer 1 - 9

Sekreterare 
Rebecca Berlin

Ordförande 
Ulrica Riis-Pedersen


Justerande 
Pål Keusch

ANSLAG / BEVIS

Protokollet är justerat. Justeringen har tillkännagivits genom anslag.
Observera att anslagstiden inte är samma sak som överklagandetiden.

Organ Beredningen för medborgardialog och mångfald
Sammanträdesdatum 2015-02-05
Datum då anslaget sätts upp 2015-02-10
Datum då anslaget tas ned 2015-03-04
Förvaringsplats för protokollet Arkiv plan 6

Underskrift 
Rebecca Berlin

	Utdragsbestyrkande
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Närvarolista

Beslutande

Ulrica Riis-Pedersen (C)
Mats Fält (M)
Peter Bylund (MP)
Mikael Onegård (M)
Martin Skjöldebrand (FP)
Per Lindén (KD), ersätter Carl-Olof Strand (KD)
Pål Keusch (S)
Eija Rätty (S)
Fredrik Melin (S)

Ersättare


Gunilla Dahlberg (M)
Fredrik Bergkuist (M)
Anders Henjer (FP)
Helen Dwyer (C)
Sara Granstrand (S)
Nasrin Isfandary (MP)
Ulla Hoffmann (V)

Övriga

Rebecca Berlin, Sekreterare, Kommunkansliet
Catarina Stavenberg, Kvalitetschef, Kommunledningskontoret
Catrin Ullbrand, Chef kvalitetsenheten, Kommunledningskontoret

Frånvarande

Carl-Olof Strand (KD)
Kjell Andersson (S)

Justerandes sign		Utdragsbestyrkande
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