Stakeholder Survey - Feedback Report

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Purpose of report: The purpose of this report is to document feedback received from stakeholders during the Resilience Building Options (RBOs) introductory sessions, held on 8 June 2016 for Durban's 100 Resilience Cities Programme.

Date: September 2016

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1 Background

By the end of Phase 1 of Durban's 100 Resilient Cities Programme (hereafter referred to as 100RC), six resilience focus areas had been identified for deeper exploration in Phase 2. These focus areas were: Bold and Participatory Governance, Knowledge-centred City, Innovative Place-making, Sustainable and Ecological City, Catalytic and Transformative Economy, and Equitable and Inclusive Society. Given the breadth and interconnectedness of these focus areas, a 'systems analysis' process was undertaken by Dalberg[1] between January and April 2016 with the intention of identifying cross-cutting 'levers for change' and potential intervention points that could have catalytic impact across multiple focus areas. A series of stakeholder engagement meetings were convened at various points during this process in order to inform its outcomes.

The six cross-cutting 'levers for change' that emerged were as follows: Lever 1: Strengthen local communities and build social cohesion; Lever 2: Improve effectiveness of education and skills development; Lever 3: Promote economic growth in line with 21st century trends and opportunities; Lever 4: Manage environmental assets more effectively; Lever 5: Create a more inclusive and integrated spatial plan; and Lever 6: Improve municipal effectiveness.

A key challenge with these levers was that they remained too broad for the purposes of practical implementation and therefore a further stakeholder engagement process was undertaken at the end of April 2016 to identify more specific 'resilience building options' from these. The key principles that were used to guide the selection of these resilience building options were the need to find practical interventions, that could address multiple levers simultaneously and that had the potential to be transformative in their impact. Through this stakeholder engagement process, two Resilience Building Options (RBOs) were identified: (1) Facilitating integrated informal settlements planning; and (2) Addressing integrated governance across formal and traditional systems.

The aim of the stakeholder response report is to:

Summarise the feedback received from Durban's stakeholders during the Resilience Building Options (RBOs) introductory sessions, held on 8 June 2016, for Durban's 100 Resilience Cities Programme.

The stakeholder feedback was obtained through a combination of public meetings and an online public survey. The feedback from stakeholders is presented for each of the two RBOs separately. For more details on the stakeholder comments and the Durban 100RC Team responses, please click here to access Durban's 100RC Response Document.

[1] Dalberg is a development consulting company and was allocated to Durban as the City's 'Global Strategy Partner' for the 100RC Programme.

2 Stakeholder feedback relating to Resilience Building Option 1: integrated informal settlements planning

Stakeholders raised a number of key points in their feedback. These have been grouped into key themes within RBO 1: integrated informal settlements planning. The key themes are described below and supporting quotes from stakeholders have been included for each.

Services and service delivery in informal settlements

Stakeholders noted the value of services and service delivery as a key aspect of integrated informal settlements planning. "Services" is a broad topic and stakeholders recognised a number of sub-themes that should be considered, including: paying for services as well as access to transport, education, electricity, health, policing, water and sanitation. Stakeholders also noted that the failure to deliver services is an ongoing issue.

> *Issues around informal settlements revolves around insecurity of residents who feel the brunt of crime due to the informality that exists and limited access of public services including policing.*
>
> *Electrification, however theft of electricity is a huge concern.*
>
> *Needs in-depth investigation as to how sustainable informal housing is being used/abused to save transport costs.*
>
> *Poorly planned and under-resourced pre-primary education.*
>
> *Less false promises by councillors, creating false hopes and expectations, resulting in disappointment, frustration and violence.*
>
> *Poor health management - sanitation and clean water issues; destruction of natural areas so that indigenous plants are removed, allowing alien plant growth.*
>
> *No resources (from water and electricity to education and learning centres).*
>
> *No basic services or alternative living spaces provided. Land grabs are taking place at alarming rates. Re-zoning of environmentally sensitive areas, traditional area/land and residential land are being turned into industrial zones. There are no concrete programmes in place for them.*
>
> *Access to public transport. Lack of an attractive public realm. Lack of employment opportunities and education. It is crucial to provide access to everyone in these communities to all social and public transport facilities.*
>
> *Delivery of services; ability to respond to scope, scale, pace of growth.*

Community involvement in integrated informal settlements planning

Stakeholders highlighted the importance of community involvement in integrated informal settlements planning. The importance of proper consultation and public participation in the Municipality's decision-making processes was suggested a number of times by stakeholders. Stakeholders also felt that facilitating state-community partnerships for implementation of decisions is crucial. Some felt that community driven initiatives and action from non-governmental organisations is also necessary. Additionally, stakeholders noted that citizens are creative and often have innovative ideas to contribute.

One of these is the national housing policy package - where the State provides. I believe this is fundamentally wrong - State should facilitate through providing access to land, finance and tenure security and support building programmes. Also housing in silos - example is high cost of transport in peripheral locations.

Priority areas need to be identified and considered in decision-making processes. There is no proper consultation and public participation.

Feeling of not being part of the broader system. Planning that's not inclusive. Unequal standards of service delivery which are inevitable.

Coordination between government and non-government stakeholders

Stakeholders noted the value of, and need for coordination between government and non-government stakeholders towards the same or similar goals. Stakeholders commented that currently there is a lack of coordination regarding integrated informal settlements planning.

Stakeholders are working independently, perhaps often with the same goal.

Disjointed and not sustainable. City not aligned with Province sustainability imperatives.

The key stakeholders need to be working collaboratively on these challenges.

The importance of the economy in regard to poverty and unemployment in informal settlements

Stakeholders highlighted the importance of the economy especially in regard to poverty and unemployment. Stakeholders also felt that building skills and social capital in informal settlements will lead to improved sustainability for Durban in the long-term.

Poverty and unemployment from a resident's perspective. Systemically the main challenge is building social capital.

How are the informal areas contributing to the economy? Need to develop cheaper housing using waste materials, compressed earth block etc. to improve housing situation.

Informal settlements are basically just trying to survive. With that, they are trying to make a living on their own, ignoring environmental concerns as well as acting independently from municipal policies.

Just to point out that the livelihood/informal economy aspect often becomes hidden/gets lost in the discussion around informal settlements. This is starting to change as the informal economy becomes better recognised, but it has been a long and hard battle to get to this point within the broader urban debates around informality.

The environmental impact of growing informal settlements

The growth in informal settlements was identified as having a negative impact on the environment in Durban and requires attention. It was felt that environmental degradation and a lack of awareness were negatively impacting on Durban.

Lack of information (understanding environmental impacts). Lack or no form of land tenure.

City running out of space. Never ending influx. Environment being destroyed.

The environmental damage done - unintentional consequences of urbanisation and engineering design - need retro-engineering to undo them.

Migration and the expansion of informal settlements

Stakeholders noted that migration and the resulting expansion of informal settlements is an area that requires attention, due to the influx of people and the corresponding increase in the density of residential living. Stakeholders commented that this a massive problem with many social and environmental issues.

> *Informal settlements are expanding. Municipality is currently formalising others, by building low cost housing*
>
> *Influx of people into the City. Safety and security issues. Cleanliness and hygiene issues.*
>
> *Politics, land-owners and the density of the settlements.*
>
> *This is an almost insurmountable problem, which will exacerbate due to rapid urbanisation.*

Integrated Planning of informal settlements

Linked to expanding settlements, stakeholders raised the issues of settlement upgrades, integrated planning and lack of space. Stakeholders noted that political interventions are required to ensure that where possible a proactive approach is implemented. Stakeholders pointed out that the City often avoids engaging with its citizens and that their engagement processes often don't result in effective change.

> *Serious political interventions are needed. Officials need to come up with an integrated social development approach.*
>
> *Inclusive settlement planning that takes into account accompanying services and future growth. Some of these, we must acknowledge, will forever be out of the City's control.*
>
> *Fragmented planning which is mostly reactive of course. By nature, informal settlements are not planned but a proactive approach in identifying potential areas that might turn into informal settlements.*
>
> *The notion of moving residents to new developed areas is not necessarily the best strategy. It would be better to build in the existing areas and only those settlements that are in environmentally hazardous slopes / flood plains should be moved.*
>
> *In situ upgrading, development and densification in line with public transport network and nodes. Greenfields development to cater for de-densification of informal settlements.*

Social issues relating to informal settlements

Stakeholders highlighted the importance of recognising and engaging with social concerns to ensure that Durban is sustainable in the long-term. Stakeholders commented that citizens may become demoralised if they do not see any actions to acknowledge and answer their social concerns from their engagement efforts.

> *Dumping; fires; crime (social crimes of different levels); drugs and alcohol abuse; childhood pregnancies; unplanned infrastructural developments.*
>
> *Another world, another City. Another social dynamic that is inevitable is class, and such must be acknowledged as a social phenomenon.*

Informal sector exclusion

Stakeholders raised broader issues that highlighted the issue of informal sector exclusion and the need to acknowledge both the formal and informal aspects of the City. Excluding the informal sector exacerbates unemployment and perpetuates the poverty cycle. Examples of exclusion included non-compliance of the informal sector with municipal policies and processes (e.g. by-laws, tender processes etc.).

> *Exclusion of the informal sector from the conversation. Inability of the informal sector to meeting the requirements of the City with respect to the tender process and bylaws. Active exclusion of informal activities from public services and spaces due to the above. Expense of transport. Lack of internet connectivity and technical infrastructure.*

> *We need a lot of thinking, talking and research around the paths to linking formality and informality that retains the creativity in informality with recognisable formal norms and standards. Importantly, reasonable norms and standards could mean a loosening up of 'over the top' standards more applicable to first world rather than third world challenges.*

Additional issues raised by stakeholders in relation to RBO 1

Additional issues that stakeholders raised in relation to RBO 1 include:

- **Scarce resources**
  The allocation of scare resources is a crucial part of government decision-making processes.

  > *Universally, given scarce State resources, we need to look at a more effective decision-making process of where resources are to be deployed and measuring the outcomes of such. "Bang for buck". In some sense it has been a consequence of eloquence of the motivation as against content.*

- **Appropriate planning in rural areas**
  The issue of the densification of rural areas was liken to that of urban sprawl.

  > *Rural housing should be scrapped - or at least limited to agricultural development. At present it is just perpetuating (in the worst possible manner) urban sprawl.*

- **Building resilience at community level**
  Building resilience in Durban and specifically informal settlements was acknowledged as an important issue.

  > *To address some of the issues of informal settlement planning, perhaps we need to look at creating resilient plans at a more neighbourhood level. Create more awareness as to what is resilient and what it means to our cities and how it impacts the neighbourhoods we live in.*

  > *Perhaps we should start selling the idea of Durban being a Resilient City through media, billboards including areas such as townships and rural areas.*

- **Research**
  The role of academic and research institutions was recognised as an important link to achieving integrated informal settlements planning

  > *A more detailed spatial analysis; acknowledgement of changes, successes, innovation; and spatial change takes time - recognise this as well as the acknowledgement above.*

- **Poor location**
  The often poor locations where informal settlements exist was acknowledged as an issue.

  Many are in poor geographical areas. Flooding, unstable, next to main roads, on private land.

3 Stakeholder feedback relating to Resilience Building Option 2: Addressing integrated governance across formal and traditional systems

Stakeholders raised a number of key points in their feedback. These key points have been grouped into key themes within RBO 2: Addressing integrated governance across formal and traditional systems. These key themes are described below and supporting quotes from stakeholders have been included for each.

Engagement across formal and traditional systems

A wide range of stakeholders noted the importance of engagement in terms of addressing integrated governance across formal and traditional systems. The issue of engagement was further split into a number of sub-themes, including: the lack of cross-sectoral integration in addressing this governance challenge; the lack of effective engagement between Municipality and traditional authorities; the lack of understanding around roles and responsibilities; and empowering people to be able to engage with governance systems.

- **Cross-sectoral integration**

  Stakeholders highlighted the need of cross-sectoral integration in addressing integrated governance across formal and traditional systems.

  > *There is a lack of integration when it comes to different sectors, where the silo effect has become very dominant in the way things are done.*
  >
  > *With regard to this: governance (municipal leadership are very devious in terms of corruption). These leaders have ulterior motives when it comes to international companies and investments in that area. In the South (exploration activities on our coastal oil and gas), these traditional leaders, in certain instances, are bypassed by municipal leadership and those investors are given land without the knowledge of traditional leadership - hence your communities striking and taking matters into their own hands. So there is this tricky relationship between leadership that acts against the community and their environment.*
  >
  > *I think that there may be some confusion as to how much "power" lies within the Ingonyama Trust verses how much influence is with municipal governance.*
  >
  > *Historic adversarial relationships particularly regarding rates. Incongruence of approaches.*

- **Lack of engagement between Municipality and traditional authorities**

  Stakeholders noted that there needs to be effective engagement between Municipality and traditional authorities to address and achieve a level of integrated governance. Stakeholders pointed out that the lack of engagement is partially due to lack of understanding around the roles and responsibilities regarding formal and traditional systems of governance.

  > *ITB; Traditional Councils (including iziNkosi and iziNduma) feels that they are excluded in terms of planning and plans for Municipality/Durban. More engagements need to take place and it's important also to note as to how SPLUMA falls within this strategy.*
  >
  > *Lack of proper engagement - particularly at local level (though I do know eThekwini is very active). Assumptions about intransigence by traditional councils etc. Resource availability to*

workshop and engage community groups and traditional councils - which is very labour intensive.

Traditional leaders are often left out from most development initiatives, this leaves them ignorant due to lack of knowledge. COGTA was developing traditional settlement spatial plans in 2015 - contact them. COGTA's approach could greatly assist Durban in how they consult traditional leaders.

There should be a platform where traditional leadership, officials, institutions of learning, and NGOs sit and have a robust discussion on land-use

Infighting, opportunistic, "my" area/constituency; short-term, i.e. five year elections verse 20-year vision.

Hidden curricula (the rules/approaches of that are not always obvious to citizens/communities/researches). Current governance arrangement in respect of the environment seldom include a space for private/business sector.

- **Empowering people to be able to engage with governance systems**

Stakeholders highlighted the value of community and citizen empowerment especially in the engagement process. Empowerment can lead to better decision-making and a more sustainable City in the long-term according to some of the stakeholders. Linked to empowerment are the issues of community involvement (and indigenous knowledge systems) and collaboration in terms of integrated governance across formal and traditional systems, as well as governmental and non-governmental organisations. Stakeholders commented that involving the community could improve decision-making by including indigenous knowledge. Stakeholders also mentioned that citizens are creative and often have innovative ideas to contribute.

Education and capacity building to facilitate participation in the City's governance process. Shared resource governance - how does the City contextualise its relationship with the Trust regarding the stewardship, extraction and use of a shared resource base?

Awareness campaigns are held in communities. Workshops with tribal authorities.

Focus group involving communities in the Ingonyama Trust areas. Involve the lowest level of the community. Do not sideline indigenous knowledge.

A concerted effort to coherently collaborate must materialise with definitive time lines. This commitment must be emphasised.

Environmental Concerns

Stakeholders noted a number of environmental concerns within the Ingonyama Trust areas. Specific environmental issues included environmental degradation and payment for ecosystem services, which stakeholders believe need to be addressed going forward.

Lack of knowledge of environmental concerns and the impact of decisions made regarding Trust land.

Use of land for unsustainable development. Industries are taking up farming, living space both animals and human space. Use of resources such as water to provide industries and these communities do not have water. We are currently experiencing severe drought, why are unlawful developers allowed by government to exploit and manipulate our resources?

Ad hoc and disjointed development; no payment for ecological services; no reason to preserve ecology.

Managing environmental assets more effectively does not necessarily require formal protection. Other management options, capacity development etc. could be explored. Payment for Ecosystem Services concept has been around for some time and as yet, has not been successfully implemented in the country. It is important that we understand why this is the case.

Land-use management as key to resilience

Linked to the environment, land-use management was also highlighted by stakeholders as a valuable part of achieving resilience in RBO 2. Land-use management is critical because of the lack of available land, the continued influx of people and that much land in eThekwini Municipality, which has good environmental standing, falls within Ingonyama Trust areas.

Different development is happening and is uncontrolled. This is because of leadership with different approaches on land-use.

Personal, political and financial levers that squeeze development for short-term benefits at the expense of long-term sustainability.

I think there needs to be some sort of cap or perimeter where development can happen, sort of like a green belt as urban sprawl is unsustainable.

Additional issues raised by stakeholders in relation to RBO 2

Additional issues that stakeholders raised in relation to RBO 2 include:

- **Research**
  The role of academic and research institutions was recognised as an important link in addressing integrated governance across formal and traditional systems.

  The uMngeni School of Water Governance Research is currently submitting a proposal to the Water Research Commission to explore same of these governance challenges.

- **Rates**
  The issue of people building houses on land in traditional areas, partially to avoid having to pay rates, was acknowledged by stakeholders.

  There is a heavy flow of people from uMhlanga and the like areas, who now run to Amakhosi land to build huge houses, to avoid paying rates. The City must follow if that helps in the IDP agenda.

- **Land ownership**
  Land ownership in areas falling under integrated governance, across formal and traditional systems, was acknowledged as an issue.

  The issue is not necessarily about land ownership. The separation of use rights from underlying ownership is not the key issue. How does one make the Trust more productive?

4 Specific suggestions regarding the 100RC process

In the feedback received from stakeholders, some commented on the 100RC process going forward. Stakeholders highlighted the need for 100RC solutions and actions to be implementable. Stakeholders were generally encouraged by what Durban's 100RC Programme had achieved and acknowledged that the programme is an opportunity for improved community engagement and involvement, as well as improving service delivery and environmental protection.

Stakeholders noted the importance of service delivery as part of the Resilience Strategy. Stakeholders remarked that the failure to deliver services is an ongoing issue. Stakeholders indicated that improved service delivery could lead to improved social cohesion going forward. Specific suggestions regarding the 100RC process include:

> *The 100RC Project is extremely promising in terms of looking at the issues and problems but the solutions need to be implementable in order for the project to be a success and achieve its goals for the benefit of people, the environment and the nation as a whole.*
>
> *Great job guys! it was a pleasure to be a small part of this. I'm pleased to see many of the outcomes we already knew were "validated" by Dalberg.*
>
> *There are cross-cutting opportunities here for real down-to-earth engagements and sharing knowledge/insights into appropriate development paths.*
>
> *Consider negotiating with all communities with the same consideration and involvement - other communities (small groups of people living in a defined area) also want to be engaged, have a say in what is happening and what services are being provided. These two RBOs may actually be one option = developing a way of interacting with any community for the benefit of that community.*
>
> *There are cross-cutting opportunities here for real down-to-earth engagements and sharing knowledge/insights into appropriate development paths.*
>
> *Speed of delivery, a need for in-house work opportunities (home based)*
>
> *Poor service delivery to the people. Duplication of services rendered (there must be new strategies created).*
>
> *It is crucial to develop the communities so that everyone has access, or could access, all social facilities without having to commute for a long period of time.*
>
> *An initiative could be using the One Planet Living framework to have an exemplar 'One Planet' Informal Settlement in eThekwini which uses the ten One Planet principles structure the development + day to day 'operations' of the settlement.*

5 Way Forward

Stakeholders also highlighted some ideas and questions that may need to be answered, as Durban's 100RC Programme moves forward. Stakeholders noted that these ideas were widespread and will require the 100RC team to do more research to answer them satisfactorily. While there is much work yet to be done, to achieve a sustainable and implementable Resilience Strategy for Durban, stakeholders are generally encouraged by Durban's 100RC Programme to date.