eThekwini’s Strategic Planning Story

Making City Strategy Come Alive
Experiences from eThekwini Municipality, Durban, South Africa

Blantyre City Council
City Development Strategy
Strategic Framework Workshop
31 May – 2 June 2016
eThekwini’s Strategic Planning Story

As you listen to the story please write down what YOU think were the important elements to eThekwini developing a good strategic plan…
Session One: Outline Of This Session

1. Background & Context

2. Transforming Local Government: Our Experience

3. Our approach to City Strategy
   ▪ Strategic Framework
   ▪ Long Term Planning
   ▪ Medium Term Planning (IDP)

4. Lessons Learned
Meet the young IDP team
Durban Metropolitan Area
6 March 2000

SUMMARY INFORMATION COMPARING NEW DURBAN METROPOLITAN BOUNDARY WITH PRESENT ONE

<table>
<thead>
<tr>
<th></th>
<th>New Boundary</th>
<th>Present Boundary</th>
<th>Additional</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geographic size</td>
<td>2285 km²</td>
<td>1366 km²</td>
<td>919 km²</td>
<td>+ 67</td>
</tr>
<tr>
<td>Population</td>
<td>2 749 737</td>
<td>2 519 995</td>
<td>229 742</td>
<td>+ 9.1</td>
</tr>
<tr>
<td>Density</td>
<td>1202 p/km²</td>
<td>1845 p/km²</td>
<td>-643</td>
<td>- 35</td>
</tr>
<tr>
<td>Registered Voters</td>
<td>1 229 540</td>
<td>1 131 767¹</td>
<td>97 773</td>
<td>+ 8.6</td>
</tr>
<tr>
<td>No. of households</td>
<td>645 744</td>
<td>609 356</td>
<td>36 388</td>
<td>+ 6.0</td>
</tr>
</tbody>
</table>

1. Background: Context

City Really Doing Things!!: 1996 - 2001

- Rapid delivery to meet basic needs
  - water and sanitation
  - electricity
  - housing

- Widespread delivery community facilities
  - clinics
  - community halls
  - libraries

But, were we doing the right things??? Was it being done in the right way?

Q O L Research & Spatial Analysis began to give us the answers...
Q O L Survey Findings

Life Satisfaction

Race group % people satisfied

<table>
<thead>
<tr>
<th>Race group</th>
<th>1998/9</th>
<th>2001/02</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black/African</td>
<td>29</td>
<td>22</td>
</tr>
<tr>
<td>Asian/Indian</td>
<td>60</td>
<td>57</td>
</tr>
<tr>
<td>Coloured</td>
<td>42</td>
<td>43</td>
</tr>
<tr>
<td>White</td>
<td>75</td>
<td>84</td>
</tr>
</tbody>
</table>
Q O L Survey Findings

Despite great service delivery record, minimal impacts on major issues:

- Unemployment
- Crime
- Poverty
- HIV/AIDS
- Quality of life
Putting Durban on a sustainable development path

**IDP (2002-2007)**
- strategically led
- outcomes based
- integrated delivery

**Current trends**

**LTDF vision 2020**
**Sustainable path**

**Unsustainable path**
2. Transforming our municipality

• Senior Leadership: the Alpine Heath Accord

• Basis laid for fundamental transformation:
  – New assumptions & mindsets
  – New policies
  – New organogram
  – New performance measures

• Used a simple methodology

• Rolled out the process throughout the municipality
1. WHAT TO CHANGE?
- what are our key challenges?

2. WHAT TO CHANGE TO?
- what are our key goals?

3. HOW TO CAUSE CHANGE TO HAPPEN (IMPLEMENTATION)?
- what strategies and programmes do we put into place to achieve goals?
<table>
<thead>
<tr>
<th>CHALLENGES</th>
<th>UNDERLYING CAUSES</th>
<th>STRATEGIC GOALS</th>
<th>STRATEGY</th>
<th>BUDGET</th>
<th>TIMEFRAME</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2. Felt deprived as a child</td>
<td></td>
<td>2. Shopping Partner</td>
<td></td>
<td></td>
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</tbody>
</table>
What to change?

Citizens complain about non-delivery and Quality of Service

In most times Councillors blame officials for failure to deliver

Citizens complain about the long wait

Sometimes councillors blame officials for undermining their authority

Officials complain about councillors interfering

Departments seem to be unwilling to co-operate in the interest of the customer

Sometimes customers are shunted from pillar to post

At times councillors perform functions the officials feel are their own

Departments blame one another for duplication
<table>
<thead>
<tr>
<th>What to change to?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>More and better services for more citizens now as well as in the future</strong></td>
</tr>
<tr>
<td><strong>Increasing number of citizens enjoy an improved quality of life now as well in the future</strong></td>
</tr>
<tr>
<td><strong>Customers are happy with the quality of service</strong></td>
</tr>
<tr>
<td><strong>eThekwini Municipality has got sufficient funds / revenue to pay for council operations now as well as in the future</strong></td>
</tr>
<tr>
<td><strong>Customers are happy about our delivery time</strong></td>
</tr>
<tr>
<td><strong>Customers have one contact point for municipal services</strong></td>
</tr>
<tr>
<td><strong>Departments work together to satisfy customers needs</strong></td>
</tr>
<tr>
<td><strong>Councillors and officials have harmonious working relationship</strong></td>
</tr>
<tr>
<td><strong>Councillors and officials work together to ensure service delivery to the customer</strong></td>
</tr>
</tbody>
</table>
Fundamental to the strategic planning exercise was a new and shared understanding of the purpose of local government …
What is YOUR understanding of the purpose of LOCAL GOVERNMENT?
Our mindset is that we see eThekwini Municipality as a chain of interdependent resources whose purpose is to provide services that must meet the needs of customers and thus contribute to improved quality of life. Put people first – then the rules within the context of delivering to customers.
The purpose of the eThekwini Municipality is to facilitate and to ensure provision of infrastructure, services & support, thereby creating an enabling environment for all citizens to use their full potential and access opportunities allowing them to ...

... contribute towards a vibrant and sustainable economy with full employment, and thus create a better quality of life.

... a new PURPOSE STATEMENT!
LTDF (2001):

- Short, crisp & strategic document
- Outlines our City Vision & Strategic Focus Areas for next twenty years
- Embeds a new understanding of local govt. in its Purpose Statement which is now about creating enabling environments for citizens to take action
CITY VISION

“By 2020 the eThekwini Municipality will enjoy the reputation of being Africa’s most caring and livable city, where all citizens live in harmony. This vision will be achieved by growing its economy & meeting people’s needs so that all citizens enjoy a high quality of life with equal opportunities, in a city that they are truly proud of.”
LTDF preparation laid basis for a highly participative process of ongoing stakeholder involvement (May – November 2001):

- Ward work-shopping
- Sectoral work-shopping
- Multi-sectoral / multi-ward work-shopping (“Big Mama events”!!)

Has been effective tool not just to mobilise citizens, but businesses, labour and other spheres of government
transferring our city

Needs Assessment Workshops begin...

The purpose of the IDP is to enable Council to focus its actions on predefined goals in order to improve the quality of life.

At present Needs Assessment Workshops are being conducted in the hundred wards across the Unicity by trained facilitators in consultation with councillors and city officials. These workshops include roadshows and publicity material on the transformation process.

The process of integrated development planning requires that community participation happens - and that the process that takes place is by
THE NEW IDP IS COMING YOUR WAY

WITH three million people, the busiest port in Africa, well-established business and industrial areas, coastal and cultural tourism, a rural hinterland, and an annual budget of R8-billion, the Unicity must do its planning well if it is to achieve its vision. By 2020 the eThekwini Municipality will enjoy the reputation of being Africa's most caring and livable city, where all citizens live in harmony. This vision will be achieved by growing its economy and meeting its needs so that all citizens enjoy a high quality of life with equal opportunities, in a city that they are truly proud of.

A huge development planning process has begun to meet this challenge and it has started with a Unicity-wide consultation process. Workshops are underway at which communities are being consulted about the needs in their wards which must be met in order for their quality of life to be improved.

The information on community needs which is gathered from these community workshops will be added to the other challenges which the Councillors have already identified in the Long Term Development Framework and all will be combined in a Integrated Development Plan (IDP) by June 2002.

Once complete, the IDP will be a process to guide the Council in delivering its vision of a high quality of life for all its citizens. Not only will it guide where development must occur, but the annual budget will be allocated according to the priorities for action which are outlined in the IDP.

The integrated development planning process has a common sense approach to planning. Firstly, people's views are considered very important in guiding the IDP. Consultation and the active participation of communities will be a large part of the development planning process. After communities have been consulted on their needs, the draft IDP will be referred back to community representatives for their views and possible changes.

Secondly, integrated development planning is also a practical planning method as it aims to meet needs by making the best of limited resources and to put in place actions which are sustainable. The people involved in the IDP process (you, Councillors and Council officials) will need to think and act broadly and creatively when finding solutions, for example, planning to build new community facilities in areas close to work and shopping, so transport needs and costs are lower. The IDP will give people power to build their own communities.

Contact the Transformation Officer or your Ward Councillor for more information.

They are doing business in a new way. That's good.

Changing Durban for Good

Change positive!

For the people, for the people, for the people... Cool!

Speak up! Let the Council know how you feel!

I want to live in a democratic city. A visionary c...
Imagine Durban (2007)

A council-led, community-driven project to unlock the imagination of the people, **take an integrated, long-term look at the city**, agree on where we want to be and create a path to take us there.

Imagine Durban has been a highly participative planning exercise that has enthused stakeholders.
Imagine Durban’s future
Residents’ suggestions to take city to tomorrow, today

ARTHE SAMPATH

Close up the city centres, say areas in need of immediate recycling and tree management, according to the local residents said that now the time seemed right to create a better future.

"Imagine Durban can be transformed, there’s no reason why we can’t do it,” says mayor Chola Sibiya, speaking to media officials, saying the city is investing in initiatives to make Durban a greener city.

"On the other hand, we have to make sure that the city is greener and cleaner," Sibiya said.

The Imagine Durban team conducted consultations throughout the city, gathering suggestions from residents, businesses, and organizations.

"We have received many positive suggestions from people, and we want to make sure that we implement them," Sibiya added.

Many people were shocked when they saw the city for the first time, but now they see it in a new light. "Imagine Durban is making a difference," said one resident.

"We have received a lot of feedback on the city’s streets and roads," Sibiya said.

One resident said: "I am very impressed with the cleanliness of the streets."
Imagine Durban
what do you see when you dream?

VUKA CIRCUS
Friday, 28 November 2008

Vuka Circus, an Imagine Durban Demonstration Project funded by the PLUS Network and the Canadian International Development Agency (CIDA), will launch with its first event on 29 November from 11:00 - 2:00 at the Warwick Junction Project Centre. Vuka Circus will host 10 days of events during the 15 Days of Activism to Stop Violence Against Women and Children.

The events will raise awareness of xenophobia and diversity through circus and drama. It will include a 40-minute performance followed by a talkback with the artists. The artists will then conduct awareness workshops for children using circus arts and drama to explore themes of tolerance, multiculturalism, nonviolence, and ubuntu. Vuka Circus will then provide snacks for all the workshop participants (up to 100 children and youth).

Read more...

Latest blog Latest comment

LATEST BLOG ENTRIES
- Dialogue among Civilisations
- Launch of the online toolkit Creating Grocery
- Visit world AIDS Day event
- Send us your news!
IDENTIFIED THEMATIC AREAS, GOALS and STRATEGIES

accessibility  caring and empowering  prosperity and livelihoods

culture & diversity  environmental sustainability  safety
Medium Term Planning (5yr) to implement our long term vision

Our Sustainable Development City Planning Trajectory

2000
Dec 2000

Durban 2000
Current reality

03/04
Dec 2002

08/09
Sustainable growth path

13/14

18/19

Durban 2020
VISION

LTDF Preparation
Interim IDP
Draft IDP
Final IDP

IDP 1
IDP 2
IDP 3

Short-term - Sustainable Development Management Tool to realise long-term vision

LONG TERM DEVELOPMENT FRAMEWORK (LTDF)

Long-term "City Development Strategy" to achieve the type of city we want

Figure 7
IDP as the strategic driver of processes

• Within the Long Term Planning framework, the IDP drives the way we PRIORITISE DEVELOPMENT, BUDGET and MEASURE OUR PERFORMANCE

- CITY’S STRATEGY
  - Done Once in Five Years Reviewed Annually

- IDP

- CITY’S FINANCIAL ALLOCATION TO STRATEGY
  - Done annually with a three year projection

- BUDGET

- CITY’S ANNUAL DELIVERY PLAN
  - Done annually to manage delivery

- SDBIP

- CITY’S REPORT
  - Done annually to publicly report on progress

- ANNUAL REPORT

- CITY’S PERFORMANCE MONITORING SYSTEM

- PERFORMANCE MANAGEMENT SYSTEM
From Vision to action...

Where we want to be
- A defined Vision

What we have to do
- Making hard choices

How we are going to do it
- Development Principles

A Plan to make it happen
- 8 action plans

Refining and refocusing or Vision to help guide action:

VISION

By 2030 eThekwini will be Africa’s most caring and livable city

STRATEGIC PRIORITY AREAS (CHOICES MADE)

• Creating Sustainable Livelihoods
• A Socially Cohesive City
• A Financially Sustainable City
• Creating a Safer City
• Promoting an Accessible City
• Environmentally Sustainable City

8 city plans with key focus areas that outline a set of programmes and projects with budgets and timeframes for delivery
IT ALL STARTED BY DEVELOPING OUR STRATEGIC FRAMEWORK

<table>
<thead>
<tr>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long Term Development Framework</td>
</tr>
<tr>
<td>(50-80 Years)</td>
</tr>
<tr>
<td>Integrated Development Plan</td>
</tr>
<tr>
<td>(5 years)</td>
</tr>
<tr>
<td>Spatial Development Framework</td>
</tr>
<tr>
<td>Spatial Development Plan</td>
</tr>
<tr>
<td>Local Area Plan</td>
</tr>
<tr>
<td>Precinct/Special Area Plans</td>
</tr>
<tr>
<td>Land Use Schemes</td>
</tr>
</tbody>
</table>
4. Lessons that we have learned

From our LTDF process, we learnt to:

• be bold, experiment !!!
• reward innovation
• take all our partners with us
• as far as possible, do things ourselves rather than rely on consultants
• invest in proper communication systems both internally and externally
• take small steps, but be consistent
• never stop the process of learning, especially from processes that don’t work well
• share ideas, network with cities / organisations everywhere
AND SO OUR STORY CONTINUES ...
An Introduction to Outcomes Based Thinking

Thinking Strategically...

What % of new business ventures fail within the first two years?
A. One in ten
B. One in five
C. One in every four
D. Half of all businesses
• Many business people, and most business managers internationally are not necessarily strategic thinkers.

• They are often active, energetic individuals who have become accustomed to making rapid decisions and putting out daily fires.

• Because of this, they often find it difficult to force themselves to think strategically.
2. On Ways of Thinking

• Two ways of thinking …
  – Parts thinking / fragmented thinking
  
  or

  – Outcomes based thinking
A. FRAGMENTED & ACTIVITY BASED THINKING

- It assumes that the reality is made up of a number of isolated parts that are static.
- Furthermore it assumes that reality is a series of unconnected events or sudden changes.
- To learn about the whole one needs to break it up into its component parts and do a detailed study of each part. The answer will emerge from this detailed study of the different parts.
• The approach to problem solving or planning starts with breaking up the whole into parts and allocating the different parts to different people to develop strategies for dealing with each part.

• In the process of dealing with each part the participants suddenly get surprised by the interrelationship among the various parts and form coordinating committees to try to recreate the whole or the big picture.

• The whole is the sum total of its parts - if one gets the isolated parts right, the whole will come right
2. On Ways of Thinking

Example of Housing Project

Form a Steering Committee
AN ELEPHANT IS LIKE A BRUSH

AN ELEPHANT IS LIKE A SNACK

AN ELEPHANT IS LIKE A ROPE

AN ELEPHANT IS SOFT AND MUSHY

AN ELEPHANT IS LIKE A TREE TRUNK

S. GROSS
B. HOLISTIC AND RESULTS BASED THINKING

- Reality is made up of a number of interdependent parts that are in a constant state of change and development, a change in one leads to a change in another.

- The changes are both gradual and revolutionary and the revolutionary changes are as a result of gradual changes.
WAYS OF THINKING

HOLISTIC AND RESULTS BASED THINKING
(continued)

• The best way of learning about it is to first define the PURPOSE, then define the PROCESS that delivers the purpose and only then do you identify the interrelations among the PARTS that are involved in the process.

• It focuses on the relationships among the parts when doing a detailed study. This helps to keep the big picture in mind while focusing on the parts.
HOLISTIC AND RESULTS BASED THINKING
(continued)

- The *whole is more than the sum total of its parts* - one can only understand the part within the context of the whole
WAYS OF THINKING

Purpose

Sustainable Living Environments

Process

Parts
From 2001, the Municipality committed itself to OBT, through:

- The LTDF
- The first and subsequent IDPs
- The Transformation Plan
- The Organisational Structure
- The PMS
- Imagine Durban project

- Cadre of outcomes-based thinkers, some of whom are now in management
Recap:

New Purpose Statement: Outcomes-focused

The purpose of the eThekwini Municipality is to facilitate and to ensure provision of infrastructure, services & support, thereby creating an enabling environment for all citizens to use their full potential and access opportunities which enable them to contribute towards a vibrant and sustainable economy with full employment, and thus create a better quality of life.
The thinking underlying this new role

HOLISTIC AND PEOPLE-DRIVEN APPROACH

- **Target Group (Citizens/Customers)**
- **Council & other service provider**

**OUTCOMES (4)**
(Satisfied Needs)

**RESULT (3)**
(Action by Citizens/Customers)

**OUTPUTS (2)**

**ACTIVITIES (1)**

50
ACTIVITIES:
The things that you do to produce an output

OUTPUTS:
The tangible things, products, services that arise from activities

RESULTS:
About people taking action on the outputs produced

OUTCOMES:
The desired end / need that is achieved after action is taken

AN EXAMPLE …
QUESTION TIME

Working in your groups read the examples provided and then state which are:

ACTIVITIES
OUTPUTS
RESULTS
OUTCOMES
EXAMPLE

1. Community Health Centre
2. Writing up tender documents
3. Attending meetings
4. Community Training Centres
5. Informal traders selling at Stalls
6. Full employment
7. Residents mobilising against City Council
8. Long Term Plan
9. Decent Living Environments
10. Workshop participants applying outcomes - thinking back at workstreams

ACTIVITIES?
OUTPUTS?
RESULTS?
OUTCOMES?
Outcomes Based Thinking has informed the way the eThekwini Municipality has been transformed.

How do we bring this thinking into our city council’s strategic planning processes?