

## **CONTENTS**

## CONTEXT

# Foreword 4 Governance Systems 6 SA Cities Network 8 The People's Guide 9 State of the Cities Report 10 Call to Action 13

### **CITY PROFILES**

Setting the Scene	17
Buffalo City	18
Cape Town	21
Ekurhuleni	24
Ethekwini	27
Johannesburg	30
Mangaung	33
Msunduzi	36
Nelson Mandela Bay	39
Tshwane	42

This section looks at how the People's Guide developed and why it matters to all of us. This section looks at the achievements and challenges of each of the nine cities.

# OVERVIEW OF EMERGING ISSUES FROM THE 2021 SOCR REPORT

# Chapters 46 Governing Cities 47 Productive Cities 48 Inclusive Cities 49 Sustainable Cities 50 Spatially Trapped 51

## CONCLUSION

What's next? 53

This section provides recommendations insights, and lessons around the **all-of-society approach**.

This section looks at how **Ubuntu** and the role of **active citizenry** is at the heart of our **call to action**.



## **CONTEXT**

This section looks at how the People's Guide developed and why it matters to all of us.

## **Foreword**

Cities are about people, first and foremost. And, as the national Integrated Urban Development Framework states, South African cities should be safe, liveable, socially integrated, economically inclusive and globally competitive, with an active citizenry.

The 2021 State of Cities Report (SoCR) reaffirms an important call to action for all segments of society – from communities and neighbourhoods to cities, from cities to the nation and from the nation to the global – to support the inclusive growth and development of South African cities. The Call to Action comes in the wake of the COVID-19 global pandemic and the continued role that cities play in the fabric of South African life, and its reconstruction after the devastating consequences of COVID-19.

Our cities continue to be at the coalface of emerging and global pressures. The impact of climate change and the need to strengthen cities towards a resilience agenda continues to be ever present. The framing and role of cities across South Africa can unique be positioned through the frame of the Sustainable Development Goals (SDGs) agenda, Habitat III and the Paris climate agreement on cities (at COP26), which all reaffirm the critical role of cities in driving development in environmentally sustainable ways.

The consequences and impact of COVID-19 underscores that we are all deeply connected. As the late Archbishop Desmond Tutu reminded us ""I am a person through other people. My humanity is tied to yours".

Ubuntu and the role of active citizenry is at the heart of the call to action. We must each find ourselves in this thing called development, understand where we fit in, what futures we are driving towards, and how we can play our part. This People's Guide to understanding the context and messages of the SoCR is meant to help in this.

We look forward to your feedback on what more you need to know, so that we can serve and partner with you better. We trust that, in turn, you will play your part in making your community (and your city) a better place to live and grow for all.



What our experts have to say about the 2021 State of the Cities Report:

"With their thorough research and grounding in city practice, these reports provide practical analysis and commentary on the trends in urban performance and the dynamics that shape cities in South Africa."

## **CLLR. XOLA PAKATI**

Chairperson of the SACN Council and Executive Mayor of the Buffalo City Metropolitan Municipality "This fifth edition of the state of cities report goes beyond articulating good governance at a conceptual level and explores the phenomenon of cooperative governance"

### YOLISA KANI

Chairperson of the SACN Board

"I believe that this report helps to raise the voices of the people."

## SITHOLE MBANGA

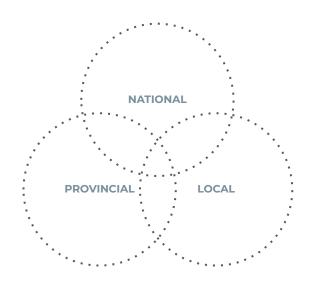
Chief Executive Officer



## **Governance Systems**

## **Three Spheres of Government**

South Africa is a constitutional democracy with a three-sphere system of co-operative governance. Each sphere of government has its own functions and scope of powers. These are: *national* government, *provincial* government, and *local* government.



## **Functions of Government**

- Local government focuses on service delivery, infrastructure, and growing the economy.
- Provincial government has jurisdiction over various functional areas.
- National government is responsible for policy, regulation, and supervision.

## **Measuring Government's Performance**

- Effective provision of household infrastructure and services
- Creation of liveable, integrated cities, towns and rural areas
- Regional/local economic development and job opportunities
- Community empowerment and participation



## **Local Government**

## **South Africa's Municipalities**

Local government in South Africa is made up of 278 municipalities.

At local elections all voters receive three ballot papers: one to vote for a candidate for *ward councillor*, one to vote for a party for the council of the *local municipality*, and one to vote for a party for the council of the *district municipality* (if they live in a local municipality).

## **Three Kinds of Municipalities**

South Africa has:

- 226 Local Municipalities (LMs)
- 8 Metropolitan councils (Metros)
- 44 District Municipalities (DMs)



All municipalities are governed by municipal councils that are elected every five years. Wards are subdivisions of municipalities used for electoral purposes.



Metropolitan councils are relatively more independent. They have single metropolitan budgets and a single tier of local government, common property ratings and service-tariff systems, and single employer bodies.



Coordinate local municipalities within a region. District councils are primarily responsible for capacity-building and district-wide planning



## **SA Cities Network**

#### Who We Are

The SACN was established in 2002 as a learning network, knowledge generator and disseminator around good governance and sound management of South African cities. It is a network of South African cities and partners that encourages the exchange of information, experience and best practices on urban development and city management. It is both a research source and a catalyst for debate.



The Strategic Framework defines five strategic pillars [taken from the STRATEGIC BUSINESS PLAN 2021 - 2026]

#### What We Do

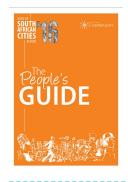
The SACN overall mandate is to:

- Promote good governance and management in South African cities
- Analyse strategic challenges facing South African cities, particularly in the context of global economic integration and national development challenges
- Collect, collate, analyse, assess, disseminate, and apply the experience of large city government in a South African context
- Promote shared-learning partnerships between different spheres of government to support the management of South African cities through an all-of-society approach.

The SACN vision, mission, and values all promote inclusivity, collaboration, innovation, and sustainability.



## The People's Guide



## SoCR 2016 at a Glance:

- SA cities are important they are driving growth and development.
- They are performing, but under dynamic and difficult circumstances and with mixed performance.
- Our institutions and systems need to reconfigure to support cities.
- Spatial transformation continues to be the key lever for achieving inclusive and sustainable growth and development.
- Everyone has a role to play: spheres of government, private sector, knowledge industry and civil society.

The first People's Guide based on the SoCR was published in 2016. It pointed out that:

- The economy is important for the development and growth of cities
- There are issues related to and consequences to exclusion
- Cities, like countries, have been growing unsustainably
- Space is critical to the growth and development of cities
- Positive growth and good governance do not just rely on city governments
- Everyone has a role to play!

## An introduction to the 2021 People's Guide

The aim of the People's Guide Report is to inform, communicate and empower using the insights of SoCR 2021.

It is through the sharing of knowledge, learnings and implications that we can develop a better understanding of urban development and encourage greater participation in development issues regarding South Africa's cities.

The objective is a rallying call-to-action for all sectors of society.

The second People's Guide based on the SoCR was published in 2022. It pointed out that:

- Cities are delivering but face challenges
- Development progress is limited and outcomes are mixed
- Cooperative governance and all-of-society approaches are key
- Related governance concerns need to be addressed





# The State of SA Cities Report

## Why SoCR

Shortly after its formation, the South African Cities Network (SACN) produced the first State of South African Cities Report (SoCR).

There was a realisation that many cities and countries manage urban issues with very limited evidence about major urban trends, changes and dynamics.

Without such intelligence, it would be impossible to understand the performance of city strategies and interventions, or to benefit from shared learning and collective knowledge creation.

## Who uses the SoCR?



## The Importance of SoCR

Over the years, the SoCRs have accomplished much. They have and continue to...

- Be a crucial South African urban reference publication providing a narrative of the country's unfolding urban development journey.
- Offer credible and unique knowledge with a focus on analytical insights and impact potential.
- Build local research skills and capacity by involving numerous data sources, researchers, institutions and references during production.
- Raise the profile of the urban development challenges in the national development discourse by helping to inform strategic urban policy, planning and decision-making processes.
- Directly guide SoCR practice and raise the profile of the urban agenda in Africa and globally.



## The SoCR Journey

South African CitiesNetwork

The SoCR sets out to accomplish three things:

Reflect on urban performance

Analyse challenges, opportunities and changes

Communicate what is required now and in the future

The SoCR is the SACN's flagship output that presents a five-year perspective on the performance and analysis of the conditions in South Africa's largest cities.

South Africa's SoCR journey has been one of evolutionary learning – the two decades of producing SoCRs represent an iterative process of experimentation, learning and adjustments along the way.





SoCR 1 Cities are important and can be drivers of social change





SoCR 2 The apartheid form remains largely unchanged





SoCR 3 Cities are resilient but face key pressures and vulnerabilities





SoCR 4 Cities are effective drivers of development





SoCR 5 Cooperative governance and all-of-society practice is integral to service delivery and overcoming challenges

## SoCR 2021 Outline

The SoCR 2021 consists of four sections:



This section provides evidence, analysis and insight into the performance and trends of nine South African cities.

## Collaboration and Partnership: Working Towards Transformed, Inclusive and Sustainable Cities

This section provides perspectives on how cities have used a cooperative governance and all-of-society approach towards becoming more economically and socially inclusive, sustainable and spatially transformed.

## Collaboration and Partnership: City Perspectives and Voices

This section presents nine case studies of city projects, which showcase how cities have used cooperative governance and all-of-society approaches and offers related governance insights and lessons.

## **Beyond 2021: A Local Government Outlook**

This section's core intention is to define a reform agenda for local government and to provide related recommendations for beyond 2021.



## The Story of SoCR 2021

- Cities are delivering but face challenges | Despite an expected growing population (and number of households), South Africa's metros have maintained relatively high levels of basic service delivery. Nevertheless, metros face many challenges.
- Development progress is limited and outcomes are mixed | Cities have made limited progress towards becoming economically and socially inclusive, sustainable and spatially transformed. They have struggled to translate their accomplishments into positive development outcomes and to create a better life for all their citizens.
- Cooperative governance and all-of-society approaches are key | To stand any chance of meeting their long-term development goals, cities need to adopt whole-of government and all-of-society practices
- Related governance concerns need to be addressed | Governance concerns are interlinked and complex.



## **Call To Action**

# Government

It is not up to government alone to ensure the livelihood of our communities, the functioning of our cities, or the wellbeing of our country. We are all responsible.

An all-of-society approach requires the involvement of public and private sectors, as well as education and research institutes and individual citizens.

- Develop policy, legislative and regulatory environment. Achieve sustainable development and community participation. Align efforts through focused investments. Track progress and ensure value for money. GOVERNANCE ≠ **GOVERNMENT** Development, planning and
  - Informed by evidence.
  - Performance and trends monitored.
    - Innovation across the system through research and development.

implementation of government policies and programmes.

- Drive city growth and development by supporting public-private partnerships
- Enable inclusive growth and the transition to a more sustainable economic model.

Development, planning and implementation of government policies and programmes.

- Voice the ideas and issues of marginalised and ordinary citizens
- Actively engage in the affairs of local governance. To deepen democracy



# **Active Citizenry**

## You are the city

Democracy is built on the foundation of participation. Every vote counts and every voice is heard.

We each have our own hopes, each community has its own aspirations, each city has its own development goals and each country has its own plan for the future.

Active citizenry can shape the outcome of these ideas and ideals.

## LOOK AFTER THE ENVIRONMENT

A neighbourhood comprising of two streets got together to clean up an open space. After arranging a house meeting to discuss what can be done, the households adjacent to the open space decided to clean up the park on a Saturday afternoon. All the families were involved. Sometime later the residents' association approached the council for support. The council responded to the efforts and instigated regular grass-cutting and installed a proper fence and a bin in the open space.

## **VOTE AND BE ACTIVE**

Be involved in your local and city governance processes such as municipal elections. It is also important to stay involved between elections, in the making of decisions that concern your community. Your local councillor and ward committee are your vital link to your city and the decisions that are made. Other important processes to engage in are your city's growth and development strategy (GDS), integrated development plan (IDP) and city visions.

## CONTRIBUTE TO THE ECONOMY

You, as an individual and as a household, are both a producer (through your work) and a consumer (by buying goods and services). You can contribute to the economy by supporting local businesses, pursuing your entrepreneurial potential, paying for services, avoiding overindebtedness and participating in local cooperatives, such as stokvels and investment clubs. A cooperative refers to a farm, business or other organisation that is run jointly by its members who share the profits and benefits.

## **KNOW YOUR RIGHTS**

It is important to know your rights and responsibilities in order to make a positive difference in your neighbourhood. Find out more about your local residents association, community safety forum and other community-based organisations. These organisations can help make communities safer and better places to live.



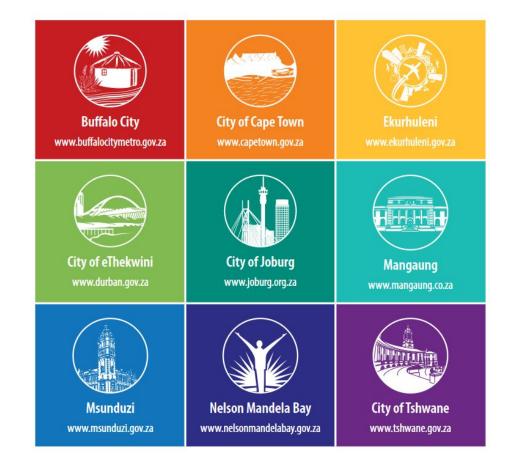
## **Microsites**

## Visit your city's website

If you would like to read more about the SoCR, visit our website.

The SoCR website presents all the SoCR information in easily accessible formats.

Go to <a href="http://www.sacities.net/socr">http://www.sacities.net/socr</a> and be sure to give us your feedback!



## **CITY PROFILES**

This section looks at the achievements and challenges of each of the nine cities.

# **Setting the Scene**

## **Performance Spectrum**

All the SoCR city data profiles are structured in the same way. Using selected indicators from the State of Cities Open Data Almanac (SCODA), they present a thematic storyline about city performance. Indicators are a snapshot of selected trends or facts that are used to "indicate" the state or condition of something.

The data for each city has been placed on a rating scale. This helps us identify where the successes and opportunities are in the context of each city. Particular areas are highlighted as the city's achievements (i.e. 'high performing') and some are seen to be a city's challenges (i.e. 'Needs Attention').

The 2021 SoCR provides data dashboards for 9 of South Africa's cities:

- Buffalo City
- Cape Town
- Ekurhuleni
- eThekwini
- Johannesburg
- Mangaung
- Msunduzi
- Nelson Mandela Bay
- Tshwane



#### Performance Indicators

The data for each of the 9 cities has been categorised into the STEEP framework. This helps us view related trends in more detail.

STEEP is an acronym for the five realms that influence change:

Social

**T**echnological

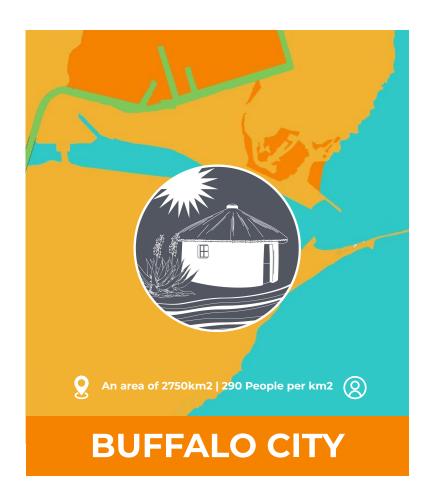
**E**conomic

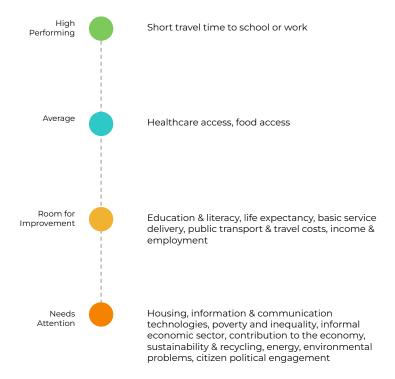
**E**nvironmental

**P**olitical

Each city profile contains three pages:

- Page 1 | Performance Spectrum (the rating scale indicates the achievements and challenges of each city based on the SoCR 2021's data profiles)
- Page 2 | Performance Indicators (contextual trends and driving forces of change behind the data profiles for each city)
- Page 3 | Case Study (a deep dive into an example of each city's achievement or challenge explored in the 2021 SoCR).







# About Buffalo City

A benefit of living in Buffalo City is the short travel time between home and work.



- **People |** 800 087
- Housing | 255 499 households, average household size = 3 people, over 20% of homes are informal
- Education | need to improve all levels of schooling (especially secondary), room to improve literacy rate
- Age | average life expectancy for men and women
- Health | a high number of people access public healthcare, an average number of people use private medical aid

## **Technological trends**

- Service delivery | household access to electricity, water supply, sanitation and refuse removal has held steady but could be improved. People's access to landline, mobile phone and internet connection needs attention.
- Transport | most walk, take a taxi or drive a car. Fortunately, few have a work travel time of an hour or more, however most households spend 10% or more of their income on public transport fees

### **Economic trends**

- Poverty | poverty and inequality remain a serious challenge though most people have adequate access to food
- Income | an average number of households generate their main income from salaries and a few from business, but many from social grants and people elsewhere
- Employment | relatively few people are employed or seeking work, and the contribution from the informal sector is very high
- GVA | contribution to the economy has increased but could be better

### **Environmental trends**

- Sustainability | many people use wood, however, their main source of energy/fuel is electricity, followed by paraffin
- Recycling | most households do not separate their waste, less than 20% is sorted by pickers or dropped off at a recycling depot
- Problems | land degradation is the biggest concern, followed by waste, air and water pollution.

## **Political trends**

- Local elections | registration and voter turnout needs attention
- National elections | registration and voter turnout needs attention



## **DID YOU KNOW**

Buffalo City Metropolitan Municipality lies between the Nahoon River and the Buffalo River. It includes the town of East London, which is home to South Africa's only river port.

The area has a well-developed manufacturing base, with a large assembly plant located next to the Port of East London, which produces a variety of vehicles for export.







**CASE STUDY** | Despite many challenges, positive steps have been taken to enable effective collaboration between a wide range of stakeholders with different views and objectives. The common aim is to unlock the economic potential of the Port of East London, a large-scale and complex catalytic development project for the region.

## Insight

An all-of-society approach can unlock economic potential

## **WHAT**

A common vision, collaboration, co-operation, and the support of local leadership to harness opportunities for all.

## **SO WHAT**

A lack of investment in South Africa's only river port, the Port of East London, has resulted in limited opportunities for its expansion and the socio-economic development of the region.

## **NOW WHAT**

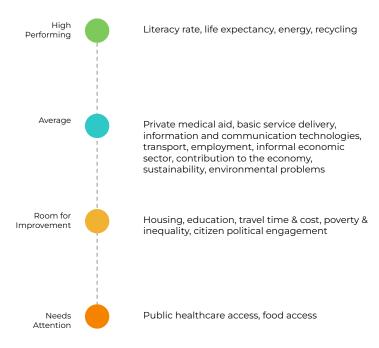
There needs to be continued collaboration between a wide range of public and private stakeholders around a shared vision for the future of the port.

What is your hope for the future of the Port of East London?

What role do you wish to play in making that vision a reality?









# About Cape Town

The benefits of living in Cape Town are the high literacy rate, and life expectancy, as well as access to energy and recycling options.



- **People** | 4 488 545
- Housing | 1 316 712 households, average household size= 3, 19% of home are informal
- Education | schooling could be improved on primary and secondary levels, high literacy rate
- Age | very high life expectancy for men and women
- Health | access to public healthcare needs attention, use of private medical aid is high

## **Technological trends**

- **Service delivery** | access to electricity, free basic services, and refuse removal are high, while water supply and sanitation access need improvement. Landline and internet use are high and mobile phone use is average.
- Transport | cars, walking, and taxis are the main mode of transport. Too many people have a work travel time of one hour or more, and many households spend 10% or more of their income on travel costs.

## **Economic trends**

- Poverty |poverty and inequality and access to food could be improved
- Income | salaries are by far the main source of income
- Employment | a high number of people are employed or seeking work. The informal sector does not make a relatively large contribution to employment
- GVA I contribution to the economy is high

#### **Environmental trends**

- Sustainability | many households use gas, however, the main source of energy/fuel is electricity
- Recycling | few households separate their waste, with a relatively high number being sorted by pickers or dropped off at a recycling depot
- Problems | waste is the main cause for concern

#### **Political trends**

- Local elections | high number of registered voters and voter turnout
- National elections | high number of registered voters, but average voter turnout



## **DID YOU KNOW**

**The City of Cape Town** includes South Africa's second largest city (Cape Town) – South Africa's legislative capital and the capital of the Western Cape Province.

#### **FOOD NETWORK ACTORS**

schemes at schools.

set up Wi-Fi hotspots in

communities.



distribution by

large NPOs.

distributed these to

community organisations

and individuals.

How might we work together to address food insecurity?

shared information

and experiences with

all actors.

**CASE STUDY** | The Western Cape Provincial Government, the City of Cape Town, civil society, individuals and the private sector came together to mobilise their resources, using a network approach supported by the Economic Development Partnership as intermediary, to address the COVID-19 lockdown food crisis in the Cape Town city-region and beyond.

#### WHAT

An intermediary supported collaboration by bringing role-players in the food (relief) system together and helping build relationships. Intermediaries can help to 'bridge the gap', encouraging partners to work across silos and beyond institutional mandates: keeping communication channels open and active: ensuring that information and experiences are shared: and mediating conflict situations. They can also connect different systems in a way that allows them to co-exist and complement each other.

#### **SO WHAT**

Owing to lockdown, many food relief channels were suspended or reduced. Demand for food spiked. This contributed to the Western Cape's chronic food insecurity problem.

## **NOW WHAT**

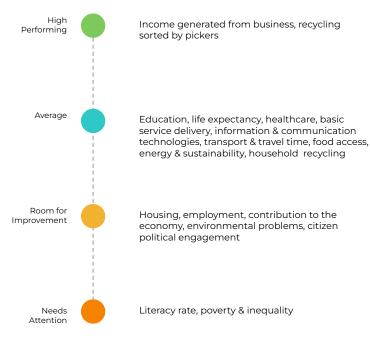
Food insecurity needs to be addressed by national government at scale together with other spheres of government and other sectors. Using innovative practice, intergovernmental collaboration, an inclusionary approach to informality, and a learning-based and adaptive approach to decision-making.

## Insight:

Crisis can enable effective collaboration across different sectors of society as well as social, organisational and technological innovation.









# About Ekurhuleni

A benefit of living in Ekurhuleni is the high earning potential businesses have.

## Social trends

- People | 3 888 873
- Housing | 1314 273 households and average household size
   3, 20% of homes are informal.
- Education | average number of unschooled, high level of primary schooling, average level of secondary schooling/matric and higher education. Literacy rate needs attention
- Age | high life expectancy for men and women
- Health | average access to public health care and use of private medical aid

## **Technological trends**

- Service delivery | opportunity to increase access to electricity. Average access to sanitation, high water supply, refuse removal, and free basic services. High internet access and use of mobile phones and average landline use
- Transport | cars are the main mode of transport, followed by walking and taxis. Transport time and cost are average

### **Economic trends**

- Poverty | inequality is high, although access to food is also high
- Income | a very high number of households receive an income from salaries, wages and commissions
- Employment | a high number of people are employed or seeking employment. An average number are unemployed and the informal sector makes an average contribution to employment.
- **GVA I** contribution to the economy is average

## **Environmental trends**

- Sustainability | the main source of energy/fuel is electricity
- Recycling | an average number of households do not separate their waste. A relatively high amount is sorted by pickers and an average amount is dropped off at a recycling depot
- Problems | air pollution and waste are almost of equal concern

## **Political trends**

- Local elections | average number of registered voters and voter turnout
- National elections | average number of registered voters and high voter turnout



## **DID YOU KNOW**

**The City of Ekurhuleni** is one of three metropolitan municipalities in Gauteng Province and home to Africa's biggest international airport, OR Tambo.



THERE ARE

119 INFORMAL SETTLEMENTS:

67 ON MUNICIPAL LAND AND THE
REST ON PRIVATE LAND.



BY 2020, 35 INFORMAL SETTLEMENTS ON MUNICIPAL LAND HAD UNDERGONE REBLOCKING.



THE CITY OF EKURHULENI'S TARGET IS TO UPGRADE

15 INFORMAL SETTLEMENTS
PER YEAR.

## CASE STUDY |

Communities have become partners in informal settlement reblocking, using a committee-based governance model. The model has benefits for the management of informal settlements and as a result, reblocking has developed into both an effective short-term and a systemic long-term solution to urban informality.

## Insight:

A prerequisite for creating better living environments is a multi-layered decision-making process that can gather and assimilate disparate information from many sources, and galvanise community participation around a shared goal, where municipalities and communities become partners through co-creation and co-ownership

#### **WHAT**

## SO WHAT

## **NOW WHAT**

Reblocking helps to provide liveable spaces by decongesting informal settlements through rearranging dwellings and installing basic infrastructures. A committee-based governance model can work to facilitate effective reblocking.

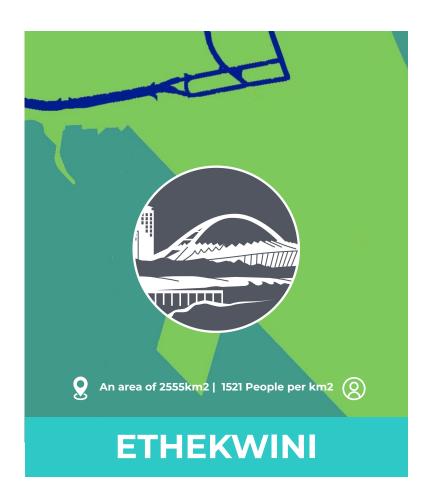
Insufficient affordable, formal housing options have resulted in low-intensity land invasions and the mushrooming of informal settlements. These settlements are often located on unsuitable sites, are congested and lack basic infrastructure and access to services, resulting in health, fire, security and socioeconomic risks

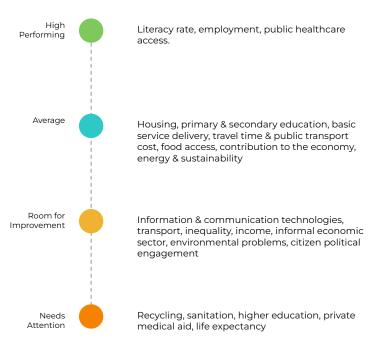
Further work to create more safe, serviceable and habitable living environments. Prioritise spatial justice and the provision of spaces where people have dignity

How can we use reblocking to address bigger socio-economic problems in communities?

How can we get spheres of government to work better together so that more reblocking can be done, faster?









# About eThekwini

Some benefits of living in eThekwini include: a high literacy rate, employment opportunities, and good access to public healthcare.

## Social trends

- **People** | 3 890 001
- Housing | 1188 068 households. Average household size = 3.
   13% of homes are informal.
- **Education |** average number of unschooled, relatively high level of primary and secondary schooling/matric, with space to grow higher education. Very high literacy rate
- Age | life expectancy for men and women needs attention.
- Health | high level of access to public healthcare, and not many using private medical aid

## **Technological trends**

- Service delivery | high access to electricity and free basic services, average water supply and refuse removal access, opportunity to improve sanitation. High use of landlines, and average mobile phone use and internet access.
- Transport | walking is the main mode of transport, followed by cars and taxis. An upside is that travel time and public transport costs are relatively low

### **Economic trends**

- Poverty | inequality is average and access to food is high
- Income | salaries, wages and commissions are the main source of income, followed by social grants
- Employment | an average number of people are employed or seeking employment. The unemployment rate is relatively low. The informal sector makes an average contribution to employment
- GVA | average contribution to the economy

### **Environmental trends**

- Sustainability | the main source of energy/fuel is electricity, by far.
- Recycling | a very high number of households do not separate their waste, more could be sorted by pickers, and an average amount is dropped off at a recycling depot
- Problems | waste management is the biggest concern, followed by land degradation

## **Political trends**

- Local elections | high number of registered voters and average turnout
- National elections | high number of registered voters and average turnout



## **DID YOU KNOW**

The eThekwini Metropolitan Municipality is South Africa's third largest metropolitan municipality. It is the economic powerhouse of the KwaZulu-Natal Province and home to Africa's busiest seaport, the Port of Durban

**CASE STUDY** | During Level 5 lockdown, municipal leadership and staff were able to mobilise their partners and stakeholders (including engaging with other government spheres) through new and existing coordinating structures, unlocking municipal resources to improve the health and wellbeing of the city's homeless.

How can we work together to address effects of the COVID-19 pandemic?

## Insight:

A multi-stakeholder response is effective in tackling homelessness and other challenges that arise during times of crisis.

## **WHAT**

Local government took a collaborative and human rights-based approach to homelessness during lockdown and identified safe spaces for and provided services to the city's homeless. This improved the health and well-being of the homeless at designated sites.

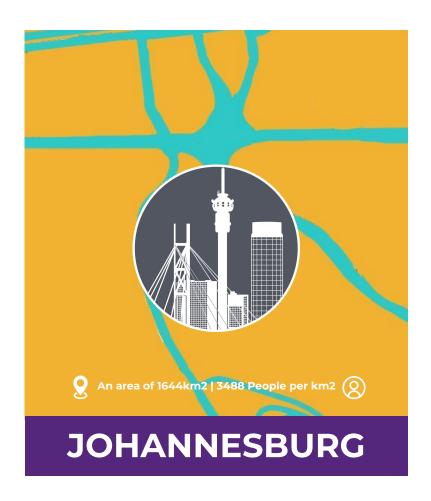
## **SO WHAT**

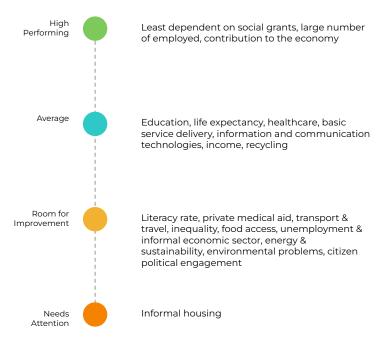
The onset of the COVID-19 pandemic exacerbated the existing challenge of homelessness in cities.

## **NOW WHAT**

Times of crisis breed challenges that require effective political leadership and multi-stakeholder collaboration to be resolved. We need to build on existing lessons and gains made during times of crisis including building on excellence in the local government system and embracing and rethinking approaches to informality.









# About Johannesburg

Benefits of living in Johannesburg are the abundance of employment opportunities and the number of housing options.



- **People** | 5 738 536
- Housing | 1996 276 households. Average household size = 3.
   22% of homes are informal
- Education | average number of unschooled, level of primary schooling, and higher education, with high level of secondary schooling/matric. Average literacy rate
- Age I high life expectancy for men and women
- Health | high access to public healthcare, but average use of private medical aid

## **Technological trends**

- Service delivery | average access to electricity, high access to refuse removal, water supply and sanitation. Average internet and landline use, with very high mobile phone use
- Transport | Taxis, cars and walking are the main modes of transport. A high number spend an hour or more travelling, while an average number of households spend 10% or more of their income on public transport

## **Economic trends**

- Poverty | average level of inequality and access to food
- Income | most receive earnings from salaries, wages and commission, followed by business income
- Employment | a very large number of people are employed or seeking employment but the unemployment rate is high. The informal sector makes a large contribution to employment
- GVA I a very high contribution to the economy

### **Environmental trends**

- **Sustainability** I the main source of energy/fuel is electricity
- Recycling | more households could separate their waste, and a relatively large amount of waste is sorted by pickers and dropped off at a recycling depot
- Problems | waste is the biggest challenge, with equal concern pertaining to water and air pollution and land degradation

## **Political trends**

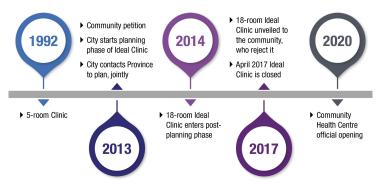
- Local elections | a very high number of registered voters, but turnout could be improved
- National elections | a very high number of registered voters and average turnout



## **DID YOU KNOW**

**The City of Johannesburg** houses South Africa's chief financial and industrial metropolis. It is South Africa's most densely populated metropolitan municipality.

#### TIMELINE OF EVENTS



As the world around you keeps on changing, how might you communicate to leadership what your community needs?

**CASE STUDY** | Action and pressure from the Ebony Park/Kaalfontein community led to cooperation between the City of Johannesburg and the Gauteng Provincial Government to upgrade a five-room consultation clinic into a Community Health Centre. The Johannesburg Development Agency supported the process as an implementing agent.

## Insight:

The importance of engaged and organised community participation for realising a responsive and accountable whole-of-government healthcare approach.

#### WHAT

The community's action had a catalytic impact on overcoming poor vertical intergovernmental linkages. By holding officials accountable for delivery, the community motivated interdepartmental collaboration and the establishment of joint delivery teams

## **SO WHAT**

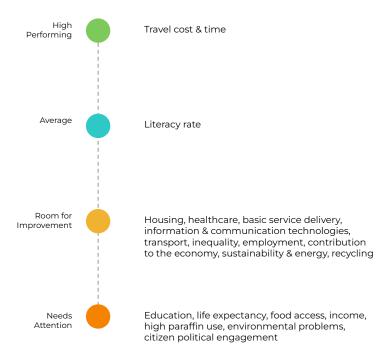
An inadequate clinic was upgraded into a capable Community Healthcare Centre, thereby meeting the community's healthcare needs.

#### **NOW WHAT**

A focus on integrated service delivery within municipalities and across government spheres, with the support of functioning political-administrative interfaces and partners as well as dealing with unfunded mandates.









# About Mangaung

Benefits of living in Mangaung include the relatively low travel costs associated with and time to travel between home and work.



- **People** | 858 975
- Housing | 287 026 households. Average household size = 3.
   12% if homes are informal
- Education | very high number of unschooled, average level of primary schooling, secondary schooling/matric and higher education need more attention. Average literacy rate
- Age | life expectancy for men and women could be improved
- Health | average access to public healthcare, but high use of private medical aid

## Technological trends

- Service delivery | average access to electricity, however, access to sanitation, water supply, refuse removal, and free basic services could be improved. High use of landlines, average mobile phone use, with room to increase internet access
- Transport | very high bike and bus use, however the main mode of transport is walking. An upside is that travel time and public transport costs are very low

## **Economic trends**

- Poverty | average inequality and access to food needs to be addressed
- Income | earnings from salary, wages and commissions are the main source of income, however, this needs attention
- Employment | not many are employed or seeking employment with an average unemployment rate. The informal sector makes an average contribution to employment.
- **GVA** | contribution to the economy could be improved

## **Environmental trends**

- Sustainability | very high use of paraffin, however, the main source of energy/fuel is electricity
- Recycling | an average number of households do not separate their waste, an average amount is sorted by pickers, and a very small amount is dropped off at a recycling depot
- Problems | waste, land, air, and water are major concerns with waste being the biggest

## **Political trends**

- Local elections | voter registration and turnout need attention
- National elections | voter registration and turnout need attention



## **DID YOU KNOW**

Mangaung Metropolitan Municipality includes three urban centres: Bloemfontein (South Africa's judicial capital), Botshabelo and Thaba Nchu.

**CASE STUDY |** Cooperative governance arrangements are in place and others are still required in order to move forward key developments geared toward spatial transformation and socioeconomic development: the airport node, the Waaihoek precinct and the Naval Hill redevelopment.







## Insight:

Cooperative governance and the all-of-society approach is needed to accelerate spatial and economic development.

#### WHAT

Projects aimed at addressing the City's socioeconomic inequalities: the airport node development, the Waaihoek precinct and the Naval Hill redevelopment, all have significant catalytic potential and have benefitted from cooperative arrangements, but progress on implementation could be accelerated through more effective cooperative governance with various partners.

#### **SO WHAT**

Mangaung suffers from socio-economic inefficiencies and inequalities that are a result of segregated colonial and apartheid planning. There needs to be spatial integration and economic development in order to address this legacy.

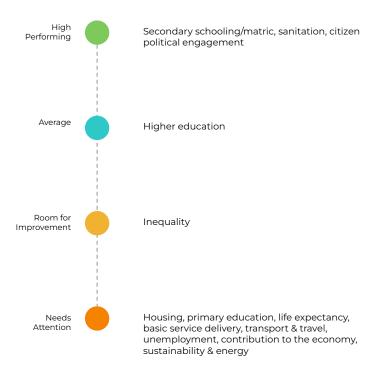
### **NOW WHAT**

A focus on good intergovernmental relations, public-private partnerships, and community participation, together with building state capability, and evidence-based decision-making.

How can we share the work, risks, costs and profits inherent in spatial planning and economic development?









## About Msunduzi

Some benefits of living in Msunduzi include: the provision of sanitation, the number of students receiving secondary schooling, and the high level of political engagement.



- People | 696 689
- **Housing |** 184 205 households. Average household size = 4. 21% of homes are informal
- Education | very few unschooled and with some having primary schooling, but very level of high secondary schooling/matric and a high number with higher education
- Age | life expectancy for men and women could be improved

### **Technological trends**

- Service delivery | very high access to sanitation, average electricity, access, with room to improve access to water supply, refuse removal and free basic services.
- Transport | walking is the main mode of transport by far, followed by taxis and cars. Everyone travels for an hour or more to work









### **Economic trends**

- Poverty | inequality needs to be addressed
- Employment | high unemployment rate
- GVA | contribution to the economy could be improved



### **Environmental trends**

 Sustainability | The main source of energy/fuel is electricity, with a very high use of candles



### **Political trends**

- Local elections | number of registered voters could be better, however very high turnout
- National elections | number of registered voters could be better, however very high turnout

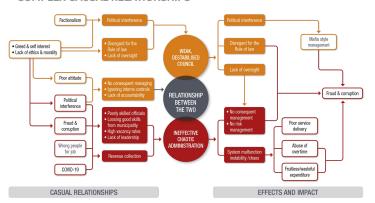


### **DID YOU KNOW**

**Msunduzi Municipality** includes the capital city of KwaZulu-Natal Province, Pietermaritzburg.

**CASE STUDY** | Efforts made by the city's new leadership to turn around the challenge of poor internal controls involved acknowledging and comprehensively addressing their causes and outcomes.

#### COMPLEX CAUSAL RELATIONSHIPS



### Insight:

Governance issues are interrelated and strong municipal leadership is needed to turn poor governance around.

#### WHAT

The municipality's new leadership is turning around the challenges of poor internal controls by acknowledging and comprehensively addressing their causes and outcomes.

#### **SO WHAT**

Msunduzi Local Municipality is struggling to achieve clean audits and deliver on its mandate. The municipality was placed under administration in 2010 and then again in 2019 which has, together with the COVID-19 pandemic, made more apparent the broader governance issue of poor internal controls. aggravated by a loss of skills, poor leadership and unfilled vacancies

#### **NOW WHAT**

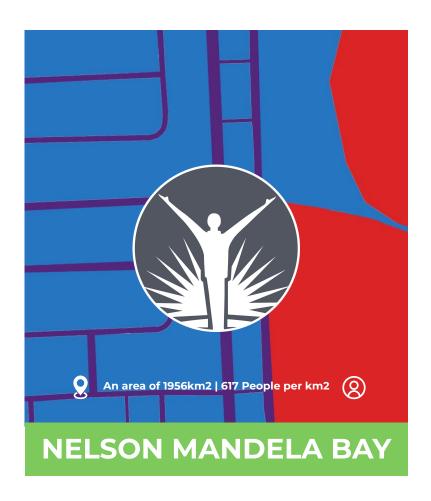
Strong leadership and oversight, in particular to overcome fraud and corruption; a clearly defined political-administrative interface; support to existing human resources, and hiring the right people.

What does strong leadership mean to you?

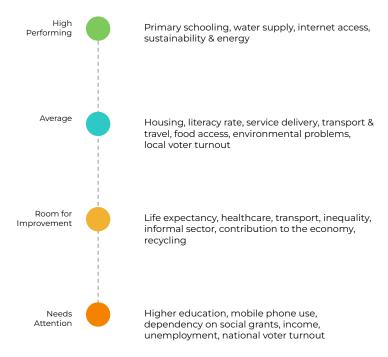
How can those in power be held accountable?

What ethical measures could be put in place to guide leaders?





## **City Snapshot**





## About Nelson Mandela Bay

Some of the benefits of living in Nelson Mandela Bay include: high rate of primary schooling, good access to internet and energy, and a reliable water supply.

### Social trends

- **People** | 1207 484
- Housing | 367 476 households, average household size = 3.
   6% of homes are informal
- Education | there is a low number of unschooled, and very high level of primary schooling, with an average level of secondary schooling/matric. Higher education levels could be improved. High literacy rate
- Age | average life expectancy for men and women
- Health | average access to public healthcare and very little use of private medical aid

### **Technological trends**

- Service delivery | very high access to water, as well as high electricity and sanitation access. Average access to refuse removal and free basic services. Very high internet access, room to grow mobile phone use, and average number of landlines
- Transport | very high number of people making use of 'other' modes of transport, however walking and cars are used by most. Average travel time and public transport cost

### **Economic trends**

- Poverty | relatively low inequality, but average access to food
- Income | most rely on salaries, wages and commission for an income, followed by a very high number who depend on social grants. Many also source earnings from people elsewhere
- Employment | average number of people are employed or seeking employment. Very high unemployment rate with a high contribution to employment by the informal sector
- GVA I average contribution to the economy

### **Environmental trends**

- Sustainability | very high use of solar power, however, the main source of energy/fuel is electricity.
- Recycling | an average amount of households do not separate their waste, with an average amount sorted by pickers, and very little dropped off at a recycling depot
- Problems | waste is by far the biggest cause for concern, followed by air pollution

### **Political trends**

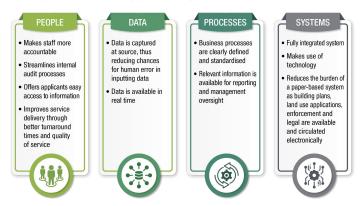
- Local elections | average number of registered voters, and high turnout
- National elections | average number of registered voters, but turnout could be better



### **DID YOU KNOW**

**Nelson Mandela Bay Metropolitan Municipality** is the gateway to the Eastern Cape Province. It is located on the shores of Algoa Bay, midway between Cape Town and Durban and 1058 km from Johannesburg.

### ANTICIPATED BENEFITS OF E-MAMS



What actions and activities do you think could be automated in order to streamline the way in which business is conducted?

**CASE STUDY |** The transition from a paper-based planning application system to a technology-based Electronic Municipal Application Management System (e-MAMS) resulted in improved ease of doing business with the municipality and, by extension, improved relationships between the municipality and business/citizens.

### Insights:

Technology can not only be used to improve service delivery, but as an associated mechanism to build relationships between citizens and municipalities.

### **WHAT**

To improve planning application processes and related communication and cooperation between business/citizens and the municipality, an Electronic Municipal Application Management System (e-MAMS) has been introduced.

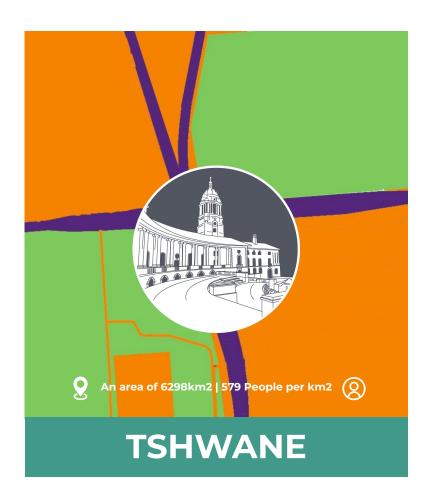
### **SO WHAT**

Delays in processing planning applications have a negative impact on investment attraction and business expansion and growth in the region, and by extension, on relationships between business/citizens and the municipality.

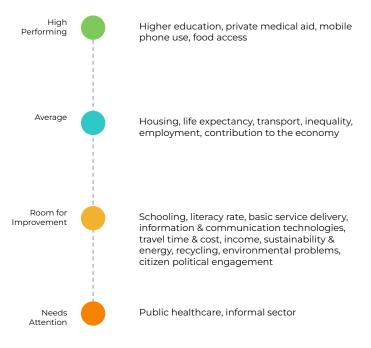
### **NOW WHAT**

There needs to be continued stakeholder engagement, intergovernmental collaboration and internal coordination supporting the continued development of the system as well as broader local government system reform. In addition to the use of technology which improves delivery.





## **City Snapshot**





# About Tshwane

Benefits of living in Tshwane include: high rate of students receiving higher education, access to private medical aid, high mobile phone use, and reliable access to food.

### Social trends

- People | 3 649 053
- Housing | 1 162 418 households and average household size
   3. 17% of homes are informal
- Education | There is a low number of unschooled and level of primary schooling, average level of secondary schooling/matric, and very high number of people with higher education. Average literacy rate
- Age | average life expectancy for men and women
- Health | access to public healthcare needs attention, but very high use of private medical aid

### **Technological trends**

- Service delivery | access to electricity and sanitation could be improved, with average access to water supply, refuse removal, and free basic services. Average internet use and high mobile phone use
- Transport | most drive cars, walk, or take a taxi. Travel time and public transport costs are high

### **Economic trends**

- Poverty | Inequality is very low and access to food is very high
- Income | most earn an income through salaries, wages, and commissions
- Employment | an average amount of people are employed or seeking employment with the unemployment rate relatively low. The informal sector makes a very small contribution to employment
- **GVA** contribution to the economy is high.

### **Environmental trends**

- Sustainability | the main source of energy/fuel is electricity.
- Recycling | a high number of households do not separate their waste, an average amount is sorted by pickers, and a relatively high amount is dropped off at a recycling depot.
- Problems | waste and land degradation are the biggest concerns. Air and water pollution are of equal concern

### **Political trends**

- Local elections | an average number of registered voters and an average voter turnout
- National elections | an average number of registered voters, but a high voter turnout



### **DID YOU KNOW**

**The City of Tshwane** is the largest (in land area) metropolitan municipality in Gauteng Province and includes South Africa's executive capital, Pretoria. It stretches almost 121 km from east to west and 108 km from north to south.

### **NETWORK GOVERNANCE MODEL: CORE NETWORK PARTNERS**



**CASE STUDY** A core partnership between the City of Tshwane, University of Pretoria and local communities, working through a network governance model with other partners and a broad spectrum of actors, provides evidence-based, community-oriented substance-use health and care services to communities in the greater Tshwane area.

### Insight:

A dynamic partnership using a network governance model can enhance state capability

### **WHAT**

Through the core implementing partnership the municipality enabled a practical, accessible. affordable and sciencebased response to the incidence of drug dependency and its burden on society. The partnerships are based on clear partner roles and responsibilities, evidence. and integration with existing partner and community structures and resources.

### **SO WHAT**

A rise in substance use places services (health, police, homeless shelters) under pressure and undermines social cohesion. Anecdotal evidence had shown an increase in heroin trafficking, drug availability and drug-related treatment admissions in Tshwane, which was of concern to both politicians and city health officials

### **NOW WHAT**

Further the work of the Community Oriented Substance Use Programme (COSUP)

Who in your community is vulnerable?

What can be done to support, protect, and empower them?



# OVERVIEW OF EMERGING ISSUES FROM THE 2021 SOCR report

This section provides recommendations insights, and lessons around the all-of-society approach.

## **Chapters**

### **Collaboration and Partnership**

This portion of the guide relates to Section 2 of the State of Cities Report (SoCR) 2021. It provides perspectives on the journey of cities towards the objectives of becoming more economically and socially inclusive, sustainable and spatially transformed.

It reflects briefly on progress made, but its main intention is to provide insights, lessons and recommendations regarding using whole-of-government and all-of-society approaches to achieve these objectives. Such approaches are connected to other governance concerns.

The five chapters in this section show collectively that South African cities have made limited progress in achieving key development outcomes and, to stand any chance of meeting their long-term goals, cities must adopt whole-of-government and all-of-society approaches. A useful starting point for addressing the interlinked and complex governance concerns is to focus on implementing and embedding these practices.

The chapters illustrate that, despite examples of good practice, these practices can be improved and need to be broadened to uptake at both project and systemic levels.

## GOVERNING CITIES Governing South African Cities

PRODUCTIVE CITIES

Governance and Economic

INCLUSIVE CITIES

Transversal Cooperation for

Inclusion

SUSTAINABLE CITIES

Inclusion and Wellbeing

Cooperative Governance of the Just Urban Transition

SPATIALLY TRAPPED

Transforming the Rules of the Game



# GOVERNING CITIES

### Introduction

The ways in which cities are governed locally matter globally, economically, politically and socially. Despite South Africa's transition to a system of rights-based and developmental local governance, a sense of urgency and considerable political will is still needed to make important improvements.

### Summary

This chapter provides the conceptual, historical, legislative and policy context for the SoCR. It argues that key urban governance improvements are needed to attain the development objectives of being socially inclusive, sustainable and spatially transformed.

It shows that the Constitution's apportioning of functional authority and responsibility for various features of urban governance has failed to produce the kind of developmental and rights-based urban autonomy needed.

It argues that devolving power, functions and responsibilities are needed together with a devolution of resources. Local government's funding base needs to be broadened, and resources for strategic projects and community assistance must not be subsumed by operating costs. Cities should also be encouraged to make the most of the funding sources that they do have and acknowledge that a range of external resources can be leveraged through the more explicit pursuit of all-of-society partnerships. Finally, urban governance structures need to be looked at

### **Key lessons & recommendations**

- Fully enable urban autonomy and empower local government
- 2. Improve cross-sectoral alignment
- Improve how cities interact with stakeholders and undertake community participation
- 4. Depoliticise and professionalise the administration
- 5. Take responsibility for developmental local government



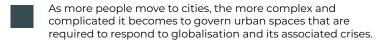


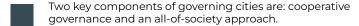


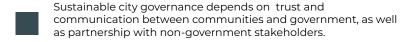


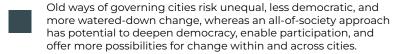


#### **Fast facts**











# PRODUCTIVE CITIES

### Introduction

Cities are creative, diverse, and innovative spaces. People created cities around infrastructure that connected them to markets or raw materials. As cities grow, so too do production, services, and connectivity.

Cities are also key drivers of productivity within the South African economy, but economic gains are unevenly distributed and many people are excluded from participating in the economy and benefiting meaningfully.

### **Summary**

This chapter focuses on the need to achieve inclusive economic growth. It examines the interplay between governance, productivity and inclusion, emphasising the urgency of inclusivity.

This chapter has two main objectives. Firstly, it highlights the importance of improving the collective understanding of city economies, to inform inclusionary economic development and growth. Secondly, it shows what economic levers are available to cities to address economic constraints, and illustrates the need for multiple role-players to collaborate through cooperative structures around these levers.

### **Key lessons & recommendations**

- Warnings that the poorest and most vulnerable are hit the hardest in times of crisis have proven true, deepening the 'inclusion' challenge moving forward.
- Good relationships and trust among the range of role-players that are engaged in economic decision-making are essential, especially in times of crisis.
- Better economic data and analytics capabilities would enable a more holistic story to be articulated, allow for more collaboration around economic levers, and provide tools to keep all stakeholders accountable.
- Cities that invest in good financial and economic data systems and capabilities will be better prepared for potential scenarios and impacts of crises, shocks or disruptions to their economy, residents and businesses.











### **Fast facts**



When cities grow, there is an increased demand on service delivery.



A city's productivity depends on resource availability and labour input.



Because South Africa starts from a base of extreme inequality, its cities are under constant stress and threat of crisis



## 3 INCLUSIVE CITIES

### Introduction

Urbanisation is capable of driving development and creating opportunities for a better life. However, it can also come with rising levels of inequality, poverty and exclusion that obstruct development. Rights, dignity and respect are not always distributed to all citizens of a city.

While cities are faced with these challenges, there still exists the potential for opportunity, access, participation, prosperity, choice, rights, respect and dignity for all.

### Summary

The chapter shows that most urban dwellers remain socially, spatially and economically excluded. The marginalised and vulnerable are disproportionately impacted by crises which deepen inequality.

It reflects on how the country's Constitution is fundamentally redistributive, emancipatory and transformative, and underpinned by human rights and creating a sense of dignity and respect.

The chapter argues that building inclusive cities requires a whole-of-government and all-of-society approach.

Finally, it illustrates that there are pockets of excellence that demonstrate how a more conducive and capable governance environment would shape the required outcomes.

### **Key lessons & recommendations**

- Co-create with communities through cooperation. The systems, processes and practices of public institutions must become people-centred and inclusive.
- Upskill city practitioners. They need to be equipped to deal with complexity more effectively. Skills must be transferred to ensure continuity and the retention of institutional memory.
- Institutionalise good practices. Encourage, facilitate and incentivise a collaborative institutional culture through multiple, deliberate mechanisms.











### **Fast facts**



Urbanisation must be managed properly for it to be a force for positive change.



When community voices are not heard and projects do not reflect their needs, it reinforces historical exclusion and 'un-belonging'. This often results in projects being vandalised or ignored.



Inclusivity and wellbeing could lead to better quality of life for all. This requires a strong focus on health, safety, peace, dignity, belonging, care, and justice, amongst other factors of shared humanity.



# SUSTAINABLE CITIES

### Introduction

The sustainable development goals (SDGs) outline that cities must eradicate poverty and reduce inequality without destroying the planet's natural systems and resources. They must also do it in a way that engages and partners with communities and others. South African cities are among many on this journey of making just urban transitions.

### Summary

This chapter examines how South African cities have addressed sustainability challenges and harnessed opportunities to further the just urban transition through cooperative governance and an all-of-society approach.

It shows that the practical challenges of shifting the institutional and cooperative governance arrangements that constrain sustainability transitions in cities have not been fully grasped. Partnerships across government and society are required to enable shared value propositioning, as well as joint planning and implementation. Intermediaries are key to enable these partnerships.

The chapter looks at the state of sustainability transitions, knowledge-sharing and learning networks, intermediaries and multi-stakeholder partnerships, and shares lessons from the practical experience of cities. It provides practical examples on how to formulate a shared value proposition across sectors of society.

### **Key lessons & recommendations**

- Develop new cooperative governance mindsets, practices and codes
- 2. Support intermediaries
- 3. Build partnerships between cities and communities
- 4. Develop long-term differentiated city plans
- 5. Develop and monitor indicators for sustainability











South African

### **Fast facts**



Cities and urban areas are the sites where social challenges collide with impacts of climate change and disaster risks.



Cities and urban areas are crucial to ensuring global sustainability and resilience.



The environmental impacts of urbanisation and climate change are severe and urgent.



A just urban transition is a process of transitioning over a period of time to inclusive, equitable, resilient and spatially integrated cities that are decarbonised, resource efficient and bio-diverse. It is not an outcome, but a process inspired by this vision of a sustainable city.

# 5 SPATIALLY TRAPPED

### Introduction

South Africa has come a long way since its oppressive and segregated past. However, the country's urban spatial development patterns remain largely unchanged, inequality levels are constant and social vulnerability is entrenched.

### Summary

This chapter interrogates the link between slow spatial transformation in cities and institutional governance capabilities, and analyses how internal municipal environments enable or hinder the attainment of spatial transformation.

It specifically identifies formal and informal structural forces or 'rules of the game' that shape the behaviours of practitioners, which, in turn, creates environments that either support or hinder the whole-of-government and all-of-society practices that support spatial transformation.

It draws on the insights of municipal practitioners as well as emergent practices and pockets of dynamism, innovation, resilience and delivery that warrant celebration and investigation.

### **Key lessons & recommendations**

- 1. Encourage transversal management in cities
- 2. Measure and reward intergovernmental cooperation
- Build capacity and learning
- 4. Integrate social facilitation skills
- 5. Review legislation and regulations











### **Fast facts**



Spatial transformation is a complex, ambitious goal.



Spatial transformation depends on the governance capacity of the municipal institution.



Spatial transformation involves many stakeholders operating at different scales with different ideologies, goals and resources.



### **CONCLUSION**

This section looks at how Ubuntu and the role of active citizenry is at the heart of our call to action.

### WHAT'S NEXT?

### Where have we come from?

South Africa has come a long way on its journey of democratic local government.



Transformation from Apartheid to democracy and a new local government system



Service delivery and infrastructure becomes a main focus for municipalities



Rapid urbanisation and economic growth. Service delivery and infrastructure pressures.



Multiple crises of unemployment. xenophobia, and service delivery. Recession.



SA hosts the FIFA Soccer World Cup: the disadvantaged don't benefit despite massive spending on infrastructure



COVID-19 pandemic halts many processes in SA



The SACN worked closely with COGTA to develop South Africa's urban policy framework. This was part of an increased focus on the centrality of cities.

### Where are we going to?

Cities are experiencing their greatest turbulence in the democratic era.

#### Recommendations:

Our cities continue to be at the coalface of emerging and global pressures. The impact of climate change and the need to strengthen cities towards a resilience agenda continues to be ever present. The consequences and impact of COVID-19 underscores that we are all deeply connected. As the late Archbishop Desmond Tutu reminded us "I am a person through other people. My humanity is tied to yours". Ubuntu and the role of active citizenry is at the heart of the call to action. Active participation by all roleplayers within our cities will give rise to meaningful shifts to confront both the very localised issues, but also the broader national, regional and international consequences. The collaboration and partnership developed between society and government at large during COVID-19 forms an important framework for our renewed commitment to participation.

Adopt a local co-operative model of governance | Local government should adopt a cooperative model of governance, which draws on the cooperative business models practiced in communities. In this way, citizen participation and engagement will be enhanced and contribute to localised problem-solving.

Implement a differentiated approach to solving problems | Any long-lasting solution must recognise that municipalities are not identical but face similar problems of varying magnitudes. 'One-size-fits-all' and generic solutions will not address the deep-rooted and systemic problems facing cities. What is needed is a differentiated approach to solving local government challenges.

Amplify the 'voice' of local government | Although the Constitution defines local government as an equal and autonomous sphere in the government system, in practice, local government's authority is vastly diminished. To strengthen the 'voice' of local government, municipalities must be involved in in all issues that affect the local environment.

Rethink the architecture and design of the local government system I As cities face (and will continue to face) emergencies, strong and resilient administrations need to be developed and insulated. This means separating the legislative and executive functions in municipalities, which will require rethinking the architectural design of the local government system.

Implement an all-of-society and whole-of-government approach | What is needed is both a whole-of-government approach and an all-of-society approach, involving the various spheres and entities of government and all parties who have a stake in the local environment in order to support the developmental outcomes of local government. The starting point is for municipalities to build trust with these stakeholders.

