What you told us about resilience in Durban

DOCUMENT FOR PUBLIC COMMENT
1. INTRODUCTION AND BACKGROUND

At the end of 2013, Durban was selected as one of the first 32 cities to be included in the Rockefeller Foundation’s international 100 Resilient Cities Programme (hereafter referred to as 100 RC). A key output from Durban’s participation in 100RC is the development of a ‘Resilience Strategy’ for Durban. 100RC in Durban is being coordinated by eThekwini Municipality.

Durban’s resilience journey (Figure 1) began with a scoping and research phase in 2014 to understand some of the key resilience challenges in Durban. A number of issues were identified by Durban stakeholders as playing a critical role in either enhancing or undermining resilience. Building on these and the other outputs of the initial scoping process, a second more in-depth phase of stakeholder consultation was undertaken. This consisted of focussed workshops and meetings across a broad range of sectors that were held from March – May 2015 and that concentrated on prioritising resilience themes and identifying possible action areas for Durban’s Resilience Strategy. The current work phase involves consolidating the resilience themes identified by Durbanites and communicating these widely as part of finalising Durban’s ‘Preliminary Resilience Assessment’.

This document aims to:

- Share the outcomes from the stakeholder engagement workshops held from March – May 2015
- Confirm possible resilience themes for further exploration in the next phase of developing Durban’s Resilience Strategy.
2. RESILIENCE ISSUES EMERGING FROM STAKEHOLDER CONSULTATION (MARCH-MAY 2015)

Building on the initial scoping and research phase, seventeen focussed stakeholder engagement workshops and meetings were held from March – May 2015. These were convened with a range of stakeholders to prioritise resilience issues and identify possible areas for action for Durban’s Resilience Strategy. The stakeholders included local businesses, academics, city and political leadership, women’s groups, traditional leadership, municipal officials, civic organisations, NGOs and CBOs, artists, environmental groups and religious groups (Appendix A). For the purposes of these meeting a presentation was developed using the outputs of the scoping and research phase which included ten infographics (Appendix B) depicting Durban’s emerging resilience issues. Discussions were focused on identifying gaps and prioritising the resilience issues raised. Detailed minutes were captured for each meeting and these became the basis for a comprehensive analysis of the stakeholder feedback. Discourse analysis (a social science methodology used in the analysis of qualitative data) was used to consolidate the feedback from the stakeholder workshops and meetings during June-July 2015. A total of 16 key resilience issues for Durban emerged from this process and are outlined briefly below.

Resilience Issue 1: Leadership

Bold and ethical leadership is required to engage with the wide range of issues and perspectives affecting Durban and to make decisions that are in the best short- and long-term interests of the city and its citizens. Leadership issues were raised by stakeholders from the government, civil society, academia, business, and public and city leadership groups. The main views expressed by stakeholders relating to leadership in Durban were:

- Leaders need to be bold, visionary, strategic, responsive, value-based and informed
- The capacity of leaders needs to be enhanced
- Champions need to be identified to drive the resilience message in Durban
- The youth must be capacitated to become future leaders.

Resilience Issue 2: Governing systems

The critical role that governing systems play in supporting or undermining city resilience was identified by a range of stakeholders. Governing systems was raised as an issue by stakeholders from government, civil society, academia, business, and public and city leadership groups. The main views expressed by stakeholders relating to governing systems in Durban were:

- The importance of aligning city policy and legislation with national and international policy and legislation
- Challenges linked to current institutional structures, including the dual governance system (i.e. formal and traditional)
Challenges linked to the institutional systems of eThekwini Municipality that are perceived to be inaccessible to stakeholders

The recognition of an internal disconnect between local government departments and between local government officials and councillors which has impacted on city management

Poor enforcement of legislation and city-bylaws

The need for improved and sustainable financial systems

The disconnect between eThekwini Municipality officials and leadership and various city stakeholders which has resulted in growing mistrust between government and citizens

Higher levels of citizen protest relating to the city’s inability to respond to the needs of its citizens

City governance systems that have made citizens dependent on the state and undermined human creativity and resourcefulness

The value of developing partnerships in order to develop an integrated response to resilience

The role of citizens in decision-making and in active urban management.

Resilience Issue 3: Stakeholder engagement

Stakeholder engagement in city processes and decision-making is an important part of a democracy. Citizens require accessible and equitable platforms to be able to interact with the state to advocate for their needs to be addressed and to contribute to developing a more resilient society. The need for such engagement was raised as an issue by stakeholders from the academia, government, civil society, business, and public and city leadership groups as a key resilience issue. The main views expressed by stakeholders regarding stakeholder engagement in Durban were:

- The value of stakeholder engagement in informing city decision-making and developing creative responses
- The importance of representative engagement platforms in promoting dialogue and problem solving
- The contribution community engagement can make towards empowering citizens
- The poor state of communication between local government and its citizens
- That existing engagement processes and platforms are insufficient and ineffective
- The need to capacitate communities to engage effectively with local government, for example in planning and budgeting processes.

Resilience Issue 4: Innovation

The city needs to be proactive in promoting innovation and in encouraging the development of alternative approaches to addressing current and future challenges and opportunities. Often innovation is born out of necessity when cities are exposed to stresses and shocks. In other instances, citizens themselves demonstrate innovation in the way they respond to societal
pressures, such as unemployment and crime. Innovation was raised as an issue by stakeholders from academia, civil society and government. The main views expressed by stakeholders regarding innovation in Durban related to:

- The need to adopt an innovative approach to a changing city
- The need to look proactively for ways to facilitate innovation in Durban
- The need to recognise that individuals in Durban are innovative and have already demonstrated their ability to respond to change in creative and innovative ways.

Resilience Issue 5: Information and knowledge

The value of information and knowledge in building and understanding of resilience and directing appropriate action was raised as an issue by stakeholders from civil society, business, the public, government and city leadership groups. The main views expressed by stakeholders regarding information and knowledge were:

- The importance of providing equal access to information for all citizens
- The importance of knowledge and information sharing between different sectors and groups
- That existing data and research gaps need to be further explored in order to better inform planning and decision-making in Durban.

Resilience Issue 6: Education and capacity building

The importance of education and capacity building as a foundational element in developing a more resilient Durban was highlighted by a number of stakeholders. Education and capacity building was raised as an issue by stakeholders from the government, civil society, academia, business, public and city leadership groups. The main views expressed by stakeholders regarding education and capacity building in Durban were:

- The need to provide training for political leaders
- The importance of capacitating municipal officials to make better decisions
- The need to capacitate communities as a means to support self-sufficiency
- The importance of raising community awareness around the consequences of their decisions
- The need to focus on the youth as a key group to educate and capacitate
- The important of highlighting the loss of skilled people from Durban to other cities nationally and abroad as a key threat to resilience.

Resilience Issue 7: African urbanism

There was a clear call from stakeholders for a distinct ‘African urbanism’, and for Durban, as an African city, to respond to its challenges in ways that are context specific and not modelled only on the experiences of the developed world. African urbanism was raised as an issue by stakeholders from the civil society, academia, business, and public groups. The main views expressed by stakeholders regarding African urbanism in Durban related to:
• Addressing inequality in the post-apartheid era
• Implementing context relevant development
• Acknowledging informality as a valid form of development in Durban
• Valuing Durban as a space of opportunity and creativity
• Valuing tradition and culture.

Resilience Issue 8: Services and infrastructure

Durban has seen significant improvements in the provision of services and infrastructure since the advent of democracy in 1994. The infrastructure backlog is, however, still large, and in some cases increasing, with a significant portion of the population still not having access to quality housing, water, electricity and transportation services. Services and infrastructure was raised as an issue by stakeholders from government, civil society, academia, city leadership, and public groups. The main views expressed by stakeholders regarding services and infrastructure were:

• The need for the provision of basic services to all residents
• The challenges relating to the provision of housing, transport, and water services
• The need to develop sustainable infrastructure and services.

Resilience Issue 9: Spatial planning

Although racially based spatial planning no longer exists in South Africa, social divisions are still a reality and Durban remains a segregated city. Spatial planning was raised as an issue by stakeholders from government, civil society, business, public, and city leadership groups. The main views raised by stakeholders relating to spatial planning processes were:

• The impact of rural-urban processes related to development and rising urbanisation
• The need to address inequality in the way areas in the city are developed
• The need to ensure that a locally informed approach to planning is adopted
• The need to focus on integrated community development to promote social integration
• The opportunity for public spaces to contribute towards societal interaction, safety and social cohesion to be realised.

Resilience Issue 10: Arts and culture

Arts and culture have an important role to play in building social cohesion and identity in a city. Arts and culture was raised as an issue by civil society groups. The main views expressed by stakeholders regarding arts and culture related to:

• The lack of prioritisation of arts and culture in Durban
• The exclusion of the creative sector in decision-making
• The need to acknowledge the city as a space of opportunity and creativity.
Resilience Issue 11: Environment

The natural environment plays a critical role in underpinning human wellbeing and sustaining development in Durban and in increasing the adaptive capacity of the city and its people in relation to the challenges posed by global environmental change. More than 54% of Durban’s municipal area has been developed and the remaining natural ecosystems continue to be impacted and to decrease in spatial coverage. This threatens the sustainable supply of important ecosystem services, such as flood attenuation and water supply. The environment was raised as an issue by stakeholders from government, civil society, public, business, and city leadership groups. The main views expressed by stakeholders were:

- The need to recognise the importance of the environment as a foundational element of a resilient city
- The need to incorporate the environment and sustainability into city policy and legislation
- The need to acknowledge the threat of climate change to Durban’s future resilience
- The challenges relating to securing water resources and ensuring good water quality
- The need to facilitate recycling and good waste management practices
- The opportunity of environmental education to improve Durban residents’ understanding of the value of natural resources and the services they provide to society as a whole.

Resilience Issue 12: Economy

Economic development and associated job creation is a key focus area of national and local government. Although the latest Census 2011 statistics suggest that unemployment rates in Durban have decreased, the city still has a higher unemployment rate than the other metropolitan municipalities in South Africa and faces ongoing challenges in the creation of decent jobs. The economy was raised as an issue by stakeholders from government, civil society, academia, business, and city leadership groups. The main views expressed by stakeholders regarding the economy were:

- The importance of the economy in creating livelihood and employment opportunities
- The need for the development of an alternative economic model that benefits all residents
- The need for a focus on green business opportunities and the development of the green economy
- The importance of valuing the role of the informal economy in providing employment opportunities
- The need to focus on both big and small business development
- The need to promote local economic growth
- The opportunity to facilitate access to resources, including land, to improve wellbeing
- The need to provide support to women and vulnerable groups to access economic opportunities.
Resilience Issue 13: Social cohesion

Durban’s history of segregation and racism is still apparent and high levels of inequality continue to divide society. Further work is required to promote social cohesion. Social cohesion was raised as an issue by stakeholders from the government, civil society, business, and public and city leadership groups. The main views expressed by stakeholders regarding stakeholder cohesion were:

- The need to recognise that social cohesion as a foundational element for a resilient Durban
- The need to develop a better understanding the different barriers to social cohesion, including socio-economic conditions, xenophobia and racism
- The need to facilitate social cohesion to build city resilience.

Resilience Issue 14: Inequality

Durban experiences high levels of inequality and global research indicates that there is a correlation between inequality and a variety of social ills currently evident in cities. Inequality poses significant threats to Durban’s economic development, governance and political stability, affects personal fulfilment and undermines social cohesion. Inequality was raised as an issue by stakeholders from the civil society, public, and city leadership groups. The main views expressed by stakeholders regarding inequality related to:

- The importance of societal inequality in the resilience debate
- The on-going existence of institutional inequality, particularly in relation to gender representivity.

Resilience Issue 15: Gender

Despite significant progress in achieving gender equality (e.g. through legislative means), women are still marginalised and victimised in Durban and they are not able to access the same resources and facilities as their male counterparts. Gender was raised as an issue by civil society groups. The main views expressed by stakeholders regarding gender were:

- The critical role women play in society and the need to include gender issues in Durban’s resilience strategy
- The importance of implementing progressive policy and legislation
- The ongoing marginalisation of women in society
- The ongoing victimisation of women in society
- The importance of mainstreaming gender concerns into city policies and plans
- The need to empower women to take responsibility for their actions and rights.

Resilience Issue 16: Societal values

Durban’s stakeholders emphasised the importance of improved societal values in building a resilient Durban and noted the value of instilling morals and values in citizens from an early age. This issue
was raised by stakeholders from the government, civil society, academia, business, and public and city leadership groups. The main views expressed by stakeholders regarding societal values were:

- The need to acknowledge that there is a decline in values and morals in Durban
- The need to educating the city’s citizens regarding morals and values

The need to rebuild societal values through different role players such as religious and traditional groups.

3. CONSOLIDATING THE RESILIENCE ISSUES INTO KEY RESILIENCE THEMES

Although the discourse analysis methodology provided a rigorous and systematic way of identifying key resilience issues, what became clear was that in a complex city facing a broad range of challenges it is not possible to prioritise one resilience issue over another. All are important, all are interconnected and all need to be addressed. In this regard resilience needs to be understood as a synthetic (rather than standalone) concept that integrates agendas such as climate change adaptation, climate change mitigation, disaster risk reduction, biodiversity, sustainable development, equity and poverty reduction in a way that increases the probability of retaining and enhancing strengths, incrementally improving existing systems, and where necessary, “bouncing forward” to a better state. All the resilience issues raised by stakeholders are therefore important pieces of the resilience jigsaw puzzle (Figure 2).

A decision was therefore taken to carry all sixteen resilience issues forward into the next phase of the strategy development process. This was done through clustering the issues based on the linkages that exist between them. On this basis, six ‘Resilience Themes’ were identified for Durban: Bold and Participatory Governance, Knowledge-centred City, Innovative Place-making, Sustainable and Ecological City, Catalytic and Transformative Economy and Equitable and Inclusive Society. A separate initial risk assessment process also served to confirm the six themes, with stakeholders requesting that issues of health and crime should be highlighted more strongly. It was also recognised that despite the alignment of many of the resilience issues, there were also inherent
tensions between them and therefore these tensions were recorded. As an example, stakeholders argued that there is a need for a more active and engaged citizenry, but also raised concerns around high levels of political gatekeeping that limited opportunities for this. Finally, a series of key questions were articulated for each Resilience Theme in order to provide provocations for future work in these areas. The link between the resilience themes and resilience issues is shown in Figure 3 and the resilience themes, resilience issues, tensions and ‘path-finding’ questions are summarised in Table 1.
Figure 3: Linkages between the resilience issues and the resilience themes
Table 1: A summary of the resilience themes, resilience issues, tensions and ‘path-finding’ questions for phase 2.

<table>
<thead>
<tr>
<th>Resilience Theme</th>
<th>Resilience Issues</th>
<th>Understanding the Resilience Theme</th>
<th>Possible tensions</th>
<th>Possible ‘path-finding’ questions for Phase 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bold and Participatory Governance</strong></td>
<td><strong>Leadership</strong></td>
<td>There is a need for bold, visionary and capacitated leadership that facilitates effective and inclusive governance. Leadership needs to come from all parts of society (traditional leadership, youth and community members) and there is a need to actively seek out, empower and build leaders who can meet the challenges of the 21st century and encourage an active citizenry. Government needs to be accessible, accountable and coordinated to rebuild trust with citizens and facilitate participatory governance.</td>
<td>Tension 1: There is a need for a society where everyone leads but political gatekeeping often reduces opportunities for citizens to engage in processes and access opportunities.</td>
<td>How do we build future leaders who are capacitated to meet the significant challenges of the 21st century?</td>
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<td></td>
<td><strong>Stakeholder engagement</strong></td>
<td></td>
<td>Tension 2: High levels of dependency of citizens on government reduce the ability for self-organisation and resourcefulness.</td>
<td>What are the new skills that local government needs to translate ideas into action?</td>
</tr>
<tr>
<td></td>
<td><strong>Governing systems</strong></td>
<td>‘It is important to rebuild trust in governance. Citizens should view government as an institution that serves the public.’ (Business)</td>
<td></td>
<td>How do we bridge the gap between traditional and City Hall governance?</td>
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<td></td>
<td></td>
<td>‘Politicians need to be brave and make the decisions that may not be popular in the short-term but which will have important long-term implications.’ (Local government)</td>
<td></td>
<td>How do we rebuild the ability of government to interact meaningfully with citizens?</td>
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<td></td>
<td></td>
<td>‘EThekwini Municipality is fearful of engaging with stakeholders. There is a need for platforms to be opened up for eThekwini Municipality to debate key issues.’ (Academia)</td>
<td></td>
<td>What platforms already exist that might help facilitate this process of rebuilding engagement and trust?</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>How do we de-politicise governance?</td>
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</tbody>
</table>
Knowledge-centred City

**Innovation**

In order to innovate around 21st Century challenges and to drive a transformative African urban agenda that is bold enough to consider alternative approaches, citizens need equal access to knowledge, information and capacity building across a range of areas. Equally, there is a need to address data gaps and move towards evidence-based decision making that drives informed strategic planning. Fundamental to success in the need to ensure sufficient capacity in local government and in society. This requires an active focus on foundational education and on active skills retention in the city.

‘Innovation is needed to respond to a very different world.’ *(Civil society)*

‘There are many different sources of knowledge and information in Durban but it is very difficult to know how to access relevant knowledge and information.’ *(Civil society)*

‘Skilled people are not staying in Durban.’ *(Academia)*

**Tension 1:** There is a tension between the need to have well managed and accountable systems (which can result in rigid policies) and the need to create a policy and legislative framework that facilitates innovation and experimentation.

How do we as a city tap into global knowledge networks that can inform strategic decision-making?

How can we generate the data required for decision-making?

How can we make information and data accessible to all citizens and leadership?

How can we establish an understanding of the city’s current failure to attract and retain skills, particularly amongst the youth?

What can the city do (if anything) to address the fundamental skills gaps in the youth and young graduates?
### Innovative Place-making

**African urbanism**

How we think about innovative place-making is key to informing the city’s development path. There is a need to realise the unique opportunity provided by Africa’s urban transition to build cities that are integrated, promote equality and that link sustainably with their rural hinterlands. A key part of this involves finding ways to address informality in a way that responds to its challenges and builds on its opportunities, as well as acknowledging the need to create a financially and environmentally sustainable development path. There is also a need to recognise that city building is not just about physical space but also about facilitating spaces for creativity and human expression. Small, locally based interventions can be catalytic within this context.

‘There is a need to acknowledge that Durban is an African city that requires different responses to development.’ (Civil society)

‘Approach things differently – There is a need to break the mould, one can’t keep responding in the same way and expect a different outcome.’ (Civil society)

**Services and Infrastructure**

**Spatial planning**

**Arts and culture**

(Health was raised as an additional risk under this theme)

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### Tension 1:

There is a need to acknowledge our African context as well as remaining responsive to global trends.

### Tension 2:

There is a significant gap between what we traditionally understand a ‘good city’ to be and the reality of high levels of informality. How do we create space for this?

### Tension 3:

There is a need to determine appropriate and financially sustainable development models in both urban and rural areas of the city.

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### What does this new African urbanism look like when we translate it into spaces and plans?

### What are the mechanisms to facilitate creativity and human expression through urban design?

### What is the new financial model that facilitates sustainability and equity in service delivery?
**Sustainable and Ecological City**

**Environment**

Key challenges for Durban involve recognising the central role that the natural environment plays in the new African urbanism, centralising challenges like climate change in the development debate and harnessing the opportunities provided by the environment to improve wellbeing, build social and economic resilience, and provide cost-effective and sustainable responses to global environmental challenges.

> "The current city vision promotes economic and social development but does not include a focus on the environment." (Civil society)

> "Water is a scarce resource and the supply and quality of water has been identified as a crisis at a national and international level." (Civil society)

> "We need to protect our natural resources that provide us with ecosystem services, and we need to be able to respond quickly to issues that pose a threat to these services." (City leadership)

<table>
<thead>
<tr>
<th>Tension 1:</th>
<th>The belief that built capital is a substitute for natural capital.</th>
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<tbody>
<tr>
<td>Tension 2:</td>
<td>There is a tension between the need to invest now in protecting the natural environment (as a key component of our African urbanism) and the belief that it is possible to postpone dealing with environmental challenges until the development deficit has been dealt with.</td>
</tr>
<tr>
<td>Tension 3:</td>
<td>The need to simultaneously meet economic and environmental needs in the context of a developmental model that doesn’t facilitate this.</td>
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</table>

What does an alternative development model that simultaneously promotes human wellbeing and respects environmental limits look like?

How do we establish and articulate the foundational role of the natural environment as outlined in the National Sustainable Development Strategy?

How can we bring the environment into the political agenda in a meaningful way?
<table>
<thead>
<tr>
<th>Catalystic and Transformative Economy</th>
<th>Economy</th>
<th>Tension 1: Balancing the needs of the formal and informal sectors while facilitating local economic growth.</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>There is a need to create an economy that prioritises human wellbeing, decouples development from natural resource exploitation and localises opportunity through new patterns of economic growth. To create an economy that works for everyone, local government must enable a broad range of stakeholders (from informal to small and big business, including the creative industries) to realise opportunities, particularly for vulnerable groups.</td>
<td>How can we build an understanding of the tension between the formal and informal economy and facilitate ways to support both?</td>
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<td></td>
<td>‘A different economy needs to be developed that focuses on investment for everyone rather than on financial return only.’ (Civil society)</td>
<td>What is needed to begin the required transition to an economy that is more diverse, innovative, ecologically sustainable, inclusive and less carbon intensive?</td>
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<td></td>
<td>‘The informal sector cannot be ignored but rather needs to be better facilitated.’ (Local government)</td>
<td>How might we better measure economic success in a way that prioritises wellbeing, inclusivity and sustainability?</td>
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<tr>
<td></td>
<td>‘Women require support to access the informal and formal economy.’ (Civil society)</td>
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<tr>
<td>Equitable and Inclusive Society</td>
<td>Social cohesion</td>
<td>Inequality</td>
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<td>---------------------------------</td>
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<tr>
<td>(Crime was raised as an additional risk to social cohesion)</td>
<td>There are still significant social and economic divisions in Durban society, with many people feeling that they do not belong, that they are isolated from opportunities and that they are actively victimised. Bridging these divisions (across race, gender, sexual identity, ethnicity, religion, age and ability) and building a society that is founded on mutual respect and the rule of law, is a fundamental requirement in building societal strength and collectively responding to the challenges of the 21st century.</td>
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<td></td>
<td>‘There are still racial barriers that exist in Durban and people don’t always want to mix with people of different races. How do we take down racial barriers and get people to mix with each other?’ (Political leadership)</td>
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<tr>
<td></td>
<td>‘The recent xenophobic attacks are an outcry from communities, and are also indicative of the presence of deeper issues that are fuelling division in society.’ (NGO)</td>
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<tr>
<td></td>
<td>‘There is a poor understanding of gender issues in the eThekwini Municipality and a lack of gender mainstreaming in City policies.’ (Civil society)</td>
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</tbody>
</table>

| Tension 1: | The goal of building a united society is undermined by levels of inequality that are amongst the highest in the world. |
| Tension 2: | It is difficult to build a new and cohesive society from a society that is still experiencing the effects of a long history of structural discrimination. |

| How can we create a city that promotes societal engagement and interaction through appropriate urban design? |
| How do we engage all people in finding ways to improve gender equality? |
A number of recommendations were made by stakeholders to guide action across these resilience themes. Examples are summarised below:

**Theme: Bold and Participatory Governance**

- *Pilot projects in communities* – Given the challenges of understanding existing patterns of governance and how best to change these, pilot projects in specific areas would facilitate a more detailed analysis of alternative forms of governance to take place at a manageable scale.
- *Platforms for conversation* – There is a need to create platforms that provide an opportunity for interaction and debate around key issues.

**Theme: Knowledge-centred City**

- *Strengthening partnerships between the Municipality and research institutions* – There is work being done by the Municipal Institute of Learning (MILE) to build such partnerships. This needs to be extended to focus on building platforms for trans-disciplinary research that can inform policy and practice in the Municipality.
- *Understanding the ‘brain drain’* – There is a need to understand the reasons for the loss of skills from Durban and where these skills are going.
- *Identifying key data gaps* – There are key data gaps in Durban and this limits opportunities for well-informed decision-making to take place. Key data gaps need to be identified and appropriate research commissioned to fill these.
- *Exploring platforms to facilitate access to information* – Broader WiFi access would increase opportunities for all citizens to access the information needed to enhance livelihoods.

**Theme: Innovative Place-making**

- *Localised plans* - There is a need to enhance community level planning.
- *Infrastructure/service audits* – There is inadequate understanding of the services deficit and a full audit should be done to inform future planning and services development.

**Theme: Sustainable and Ecological City**

- *Revisiting the waste management strategy* - Waste is a significant environmental issue and there is a need to revisit waste policies in the city.
- *Exploring links between ecosystems and water security* – There is a need to better understand the foundational role that the environment plays in delivering key ecosystem services such as water provision in order to prioritise ecosystem protection.

**Theme: Catalytic and Transformative Economy**

- *Developing alternative financial models* – There is a need to explore alternative financial models such as social financial systems and local exchange practices.
- *Research* – Research should aim to explore alternative business models that are more environmentally sensitive, with a specific focus on beneficiation options for waste types.
4. THE WAY FORWARD: EXPLORING OPPORTUNITIES FOR SYSTEMIC INTERVENTIONS

The outcomes of this deeper engagement process confirmed the observation made during the scoping phase that, in an evolving socio-institutional context like Durban, resilience is more about dealing with chronic stresses and deep systemic challenges that affect the basic functioning of society, than it is about addressing shocks and discrete sectoral issues. The recognition that all the resilience issues raised are important and that prioritisation amongst them is not possible acknowledges the complexity of addressing the significant resilience deficit in the city. This holistic rather than reductionistic approach to understanding the resilience challenge has implications for how Durban responds to the emerging resilience themes. It suggests that what should be prioritised are systemic interventions that generate multiple integrated resilience benefits simultaneously.

These early outcomes also suggest the high level of ‘agency’ that will be required from many stakeholders in the next phases of 100RC in Durban in order to translate complex and challenging ideas into practical opportunities for implementation. The intention of the next phase of Durban’s 100 RC Programme is therefore to explore and investigate a range of “flagship projects” that will help to address Durban’s resilience challenges in a systemic fashion and engage a broad range of stakeholders at an individual, community and systems level. The development of these systemic projects will aim to draw on existing good practice and will consider the specific recommendations made by stakeholders during the consultation process.

5. THE COMMENTING PROCESS

Stakeholders can provide feedback on the Resilience Issues and Resilience Themes that have been outlined in this document. An online questionnaire has been developed where comments can be submitted and the commenting process will run from the 24th August – 24th September 2015.

To access the online questionnaire, please click here. If you experience any issues accessing the questionnaire, please contact Manisha Maganlal on manisha.maganlal@durban.gov.za or 031 311 7382. This document and the questionnaire are also available online in isiZulu. Hardcopies are also available via Manisha Maganlal if required.
### APPENDIX A: List of groups consulted during stakeholder engagement

<table>
<thead>
<tr>
<th>Stakeholder Group and description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> KwaZulu-Natal Inter-religious Council</td>
</tr>
<tr>
<td>A provincially based forum made up of representatives from different faith groups.</td>
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<tr>
<td><strong>2</strong> Women’s Groups</td>
</tr>
<tr>
<td>The Commission for Gender Equality, Agenda Feminist Media and other Women’s representative groups from Durban.</td>
</tr>
<tr>
<td><strong>3</strong> Academia</td>
</tr>
<tr>
<td>Durban based university and research institutions including University of KwaZulu-Natal (UKZN), Durban University of Technology (DUT), Mangosuthu University of Technology (MUT), the Human Sciences Research Council (HSRC), University of South Africa (UNISA), University of Zululand, DUT’s Urban Future’s Centre.</td>
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<tr>
<td><strong>4</strong> 100 RC Local Government Technical Meeting</td>
</tr>
<tr>
<td>A cross cutting group of approximately 30 eThekwini Municipality officials from different departments were invited to attend this workshop.</td>
</tr>
<tr>
<td><strong>5</strong> Durban Chamber of Commerce and Industry’s (DCCI) Non-profit Organisations Forum</td>
</tr>
<tr>
<td>A forum for Durban-based Non-profit organisations with varied interests.</td>
</tr>
<tr>
<td><strong>6</strong> KwaZulu-Natal Environmental Network</td>
</tr>
<tr>
<td>A progressive environmental group in its infancy. Includes organisations like Earthlife, Groundwork and the South Durban Community Environmental Alliance.</td>
</tr>
<tr>
<td><strong>7</strong> eThekwini Conservancies Network (ECN)</td>
</tr>
<tr>
<td>ECN is comprised of 25 registered conservancies in eThekwini Municipality.</td>
</tr>
<tr>
<td><strong>8</strong> Economic Development Committee Meeting</td>
</tr>
<tr>
<td>The 100RC CRO and Project Management team report to the Economic Development Committee, which is a political committee comprising 30 councillors. The committee is chaired by the Deputy Mayor and meets monthly,</td>
</tr>
<tr>
<td><strong>9</strong> Informal economy representative groups</td>
</tr>
<tr>
<td>This group consists of organisations that work actively with informal traders including Asiye eTafuleni, Women in Informal Employment: Globalizing and Organizing (WIEGO) and Street Net</td>
</tr>
<tr>
<td><strong>10</strong> Inanda Ntuzuma and KwaMashu (INK) Public Meeting</td>
</tr>
<tr>
<td>A public forum meeting held in the INK Area Based Management District with representative NGO’s. The INK area is a former township that was highlighted by the city as a priority area for development under its Area Based Management (ABM) Programme.</td>
</tr>
<tr>
<td><strong>11</strong> Informal human settlements representative groups</td>
</tr>
<tr>
<td>This group consists of organisations that work actively with people living in informal settlements including the Community Organisation Resource Centre (CORC) and the Federation of the Urban and Rural Poor (FEDUP).</td>
</tr>
<tr>
<td><strong>12</strong> Traditional Leaders Meeting</td>
</tr>
<tr>
<td>Durban has a dual governance system: a formal system and a traditional system. The traditional leaders play a key role in managing some of the rural and peri-urban areas in Durban. This meeting was convened in the Abathemben Traditional Authority area.</td>
</tr>
<tr>
<td><strong>13</strong> Deputy City Manager Forum Meeting</td>
</tr>
<tr>
<td>City leadership meeting attended by the 6 Deputy City Managers of eThekwini Municipality and chaired by the City Manager.</td>
</tr>
<tr>
<td><strong>14</strong> Durban Chamber of Commerce and Industry’s Business Forum</td>
</tr>
<tr>
<td>The Economic Affairs Committee of the Durban Chamber of Commerce is represented by various businesses in Durban.</td>
</tr>
<tr>
<td><strong>15</strong> Pinetown Public Meeting</td>
</tr>
<tr>
<td>This meeting was set up by eThekwini Municipality’s Community Participation Unit who engage with public stakeholders.</td>
</tr>
<tr>
<td><strong>16</strong> The Creatives</td>
</tr>
<tr>
<td>This meeting was attended by artists, writers, sculptors and architects based in Durban.</td>
</tr>
<tr>
<td><strong>17</strong> Diakonia Council of Churches</td>
</tr>
<tr>
<td>The Diakonia Council of Churches represent a number of Christian Churches from Durban.</td>
</tr>
</tbody>
</table>
APPENDIX B: Set of ten infographics presented to stakeholders during the stakeholder engagement stage

Basic services

While there has been significant investment in the provision of basic services, there are still growing backlogs, with the exception of water provision at the household level. The backlogs could be attributed to factors such as urbanisation and natural population growth. A key challenge is whether the ongoing provision of free basic services is financially sustainable.

Livelihood opportunities

While the unemployment rate appears to have decreased, an important consideration going forward is the future nature of the city's economy. The loss of skilled personnel will curtail the level of innovation that is likely to be achieved.
Despite the improved employment rates, there are high levels of inequality and vulnerability in Durban. Crime also has a negative influence on society and while cases of violent crime appear to have decreased, issues such as drug-related crime have increased.

Citizens are increasingly frustrated with systems that do not facilitate human resourcefulness, community-led innovation, creativity and access to decision-making.
Durban’s 100 Resilient Cities Programme

Environment

The natural environment plays a critical and foundational role in supporting human wellbeing and development and in helping cities to adapt to climate change. Ongoing development pressures threaten this system and the ecosystem services it provides (e.g. water supply), with 54% of the municipal area already having been transformed.

Transport

Trip length has increased for private and public transport

Energy Crisis

Renewable Energy barriers:
- Regulatory environment
- Uncompetitive pricing
- Lack of market awareness
- Limited grid connection

Growth of Eco-mobility and use of regional energy pools

Reliable Infrastructure

Enhanced access to affordable transport and energy security are seen as key to resilience.
Durban’s 100 Resilient Cities Programme

Capacitated Local Government

Strengthen Partnerships

Facilitate platforms for discussion

Multi-level engagement and involvement of stakeholders

A strong sense from Durban stakeholders was that governance plays a critical role in supporting or undermining resilience efforts. In this regard, there is a need to re-think the nature of governance in Durban – from the way in which local government interacts and rebuilds trust with citizens, to looking critically at the role of politics in influencing strategic decision making. Partnerships will play a particularly important role in building resilience.

Global recession
New financing mechanisms

35% of the population currently receives free water
38% receive free sanitation services
7% receive free electricity
45% of the households in Durban are not rateable

Within Durban, there are growing financial challenges. There is a need to determine whether there are different ways in which this challenge could be addressed.
Knowledge systems

Knowledge, data and information play a key role in informing planning and decision-making. These areas will need to be strengthened and better integrated in order to ensure proper monitoring and evaluation.

Brave and Visionary Leadership

Creating a political environment that facilitates our ability to respond to change

Leadership

A very different future requires leadership that is able to listen to and engage with a range of issues and perspectives, make difficult (and sometimes unpopular) decisions, often with very little precedent to follow. Such a skills set needs to be enhanced and developed in current and future leaders.