

**Yrkande**  
2020-11-20



Ärende nr: KS 2020-11-25, 2.2.7, 0396/20

## **Yrkande angående – Förlängning av partnerskapsavtalet med Nelson Mandela Bay, Sydafrika, perioden 2021-2025.**

### **Förslag till beslut**

I kommunstyrelsen:

1. Stadsledningskontoret får i uppdrag att snarast avsluta partnerskapsavtalet med Nelson Mandela Bay, Sydafrika
2. Stadsledningskontoret får i uppdrag att skyndsamt redovisa, med konkreta exempel, de värdeskapande erfarenheter och kunskaper (samt kostnaden för dessa) som Göteborgs skattebetalare fått och betalat för genom avtalet, vilka inte har varit möjliga att få likvärdiga på närmare håll, exempelvis inom Norden eller EU.

### **Yrkandet**

Efter avskaffandet av apartheidregimen gick utvecklingen i Sydafrika under många år i positiv riktning med en ökad demokratisering och frihet för landets medborgare.

Utvecklingen i Sydafrika har dock vänt och har under de senaste åren präglats av händelser som för landet i helt fel riktning. Det har kommit allt fler oroande rapporter om upplopp, våldtäkter, rån och fullständigt avskyvärda övergrepp och mord på bland annat jordbrukare och inte sällan hela deras familjer.

Detta är mycket oroväckande och reducerar troligen möjligheterna till ömsesidigt positivt utbyte framöver. Det har parallellt även skett en mycket negativ utveckling i Sverige. En negativ utveckling som i många fall varit betydligt värre och mer förödande än i de allra flesta länder inom Norden och EU.

Det är positivt att Göteborgs stad arbetar med ökad tillgänglighet i staden utifrån:

- utifrån ett socialt, ekonomiskt och demokratiskt perspektiv
- utifrån att förbättra levnadsförhållandena genom bättre stadsutveckling
- utifrån ungdomars behov och förutsättningar samt att tillvarata deras önskemål beträffande trygghet och säkerhet
- att undersöka och förbättra relationen och samspelet mellan och inom förortsområden och stadens övriga delar

Sydafrika, och i detta specifika fall Nelson Mandela Bay, och Göteborgs kommun ligger geografiskt och kulturellt väldigt långt i från varandra. Likaså socialt, ekonomiskt och historiskt ligger Göteborg och Sydafrika långt ifrån varandra. Betydligt längre i från än vad Göteborg gör med de flesta andra städer och länder i vår betydligt närmare geografiska omgivning.

Vill Göteborgs stad ta del av och lära sig mer om ungdomars behov, önskemål och tankar kring framtiden, kring deras funderingar om trygghet, säkerhet, tillgänglighet, så finns det gott om ungdomar på betydligt närmare håll att samtala med, inte minst inom den egna staden. Dessa ungdomar har dessutom den stora fördelen (jämfört med de i Sydafrika) att de har personliga erfarenheter och upplevelser av att leva och bo i just Göteborg, av kulturen, förutsättningarna samt de möjligheter och problem som de ser och upplever här.

Det är därför väldigt svårt att se vilket faktiskt konkret och unikt mervärde (kunskapsmässigt och/eller erfarenhetsmässigt) samarbetet fått för Göteborgs skattebetalare, vilket inte gått att erhålla (jämförbart eller bättre) på betydligt närmare håll, och till både lägre kostnad och enklare rent praktiskt.

Sverigedemokraterna yrkar därför på att Stadsledningskontoret snarast avslutar partnerskapsavtalet med Nelson Mandela Bay.

Mot bakgrund av att Stadsledningskontoret själva skriver att, citat:

*”Investeringar i infrastruktur är kostsamt och knappa resurser behöver optimeras med ett långsiktigt och hållbart perspektiv för att förverkliga kommunernas visioner”*

yrkar Sverigedemokraterna även på att Stadsledningskontoret snarast, konkret och med faktiska exempel, redovisar de helt unika vinster och mervärden Göteborgs skattebetalare fått ut genom samarbetet, vilka inte gått att förvärva på närmare håll, samt uppskattad kostnad för dessa unika vinster och mervärden.

2020-11-25

**Ärende**

2.2.7

## **Yrkande angående partnerskapsavtal Nelson Mandela Bay**

*Förslag till beslut i kommunstyrelsen:*

1. Göteborgs Stad avvecklar partnerskapet med Nelson Mandela Bay Municipality.
2. Avrapportering enligt bilaga 3 antecknas.

### **Yrkandet**

Göteborgs kommun behöver fokusera på sitt kärnuppdrag och det gäller inte minst stadens ledning genom Kommunstyrelsen/Stadsledningskontoret. Vi ser inte påtaglig nytta eller andra skäl för att förlänga detta partnerskapsavtal.

**Tilläggsyrkande**

(Vänsterpartiet, Miljöpartiet)

2020-11-20

Ärende 2.2.7

## **Yrkande angående – Förlängning av partnerskapsavtalet med Nelson Mandela Bay, Sydafrika, perioden 2021-2025**

### **Förslag till beslut**

I kommunstyrelsen:

1. Stadsledningskontoret får i uppdrag att i dialog med ICLD minska antalet flygresor som genomförs inom ramen för partnerskapet i syfte att minska negativ miljöpåverkan.
2. I övrigt bifalla stadsledningskontorets förslag till beslut.

### **Yrkandet**

Internationella samarbeten är värdefulla och vi står bakom den inriktning som föreslås gällande stadens partnerskapsavtal med Nelson Mandela Bay. Samtidigt är det angeläget att internationella samarbeten inte bidrar till att förvärra klimatkrisen. Det finns stora möjligheter att samarbeta även utan fysiska möten. Flygresor bidrar till utsläpp av växthusgaser och måste begränsas. I tjänsteutlåtandet står att: ”Med hänsyn tagen till miljön är resorna till respektive stad begränsade till totalt 2 st/år (en till vardera ort).” Vi menar att flera långa flygresor för ett antal personer varje år inte innebär att tillräcklig miljöhänsyn tas. Internationellt Center för Lokal Demokrati (ICLD) som finansierar stadens partnerskapsavtal med Nelson Mandela Bay har också en ambition att minska antalet flygresor. Vi anser att denna ambition även bör omfatta de flygresor som sker inom detta samarbete. En mer rimlig nivå under projekttiden (2021-2025) skulle vara att halvera antalet flygresor så att resorna till vardera ort endast sker vartannat år. Det bör vara stadens inriktning i dialogen med ICLD.



**Tjänsteutlåtande**

Utfärdat 2020-09-27

Diarienummer 0396/20

Handläggare

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## Förlängning av partnerskapsavtalet med Nelson Mandela Bay, Sydafrika, perioden 2021-2025

### Förslag till beslut

I kommunstyrelsen:

1. Göteborgs Stad förlänger partnerskapet med Nelson Mandela Bay Municipality och därmed projektsamarbete år 2021-2025, med inriktning i enlighet med stadsledningskontorets tjänsteutlåtande.
2. Kommunstyrelsens ordförande får i uppdrag att underteckna partnerskapsavtalet i enlighet med bilaga 4 till stadsledningskontorets tjänsteutlåtande.
3. Avrapportering av stadens relation till Nelson Mandela Bay Municipality i samband med att projekttiden 2017-2020 för projektsamarbetet löper ut, i enlighet med bilaga 3 till stadsledningskontorets tjänsteutlåtande, antecknas.

### Sammanfattning

Kommunstyrelsen beslutade 2017-01-11 § 18 att förlänga partnerskapsavtalet mellan Göteborgs Stad och Nelson Mandela Bay Municipality under perioden 2017-2020 (dnr 1819/16).

Under perioden 2017-2020 har projekten fokuserat på förutsättningarna för att skapa inkluderande välbefinnande som långsiktiga resultat av förbättrad rumslig, ekonomisk, social, demokratisk samt upplevd tillgång till städer genom projekten Accessible Cities och Youth Access.

En kontinuerlig utvärdering av projektsamarbetet görs av Management Committee samt av stadens projektledning. Detta redovisas till Internationellt Center för Lokal Demokrati (ICLD). ICLD återkopplar genom bilaga 3. Som utvärdering av stadens relation till Nelson Mandela Bay Municipality har stadsledningskontoret beställt en Master Report (finansierad av ICLD), se bilaga 2. Stadsledningskontorets bedömning är att avtalet har gett förväntat resultat då ett antal projekt har drivits samt att utvärderingarna (genom Master Report samt ICLDs utvärdering) visar att avtalets intentioner uppfyllts.

Baserat på kunskaper från tidigare projekt och på diskussioner och önskemål som Management Committee har framfört, föreslås frågor som berör säkerhet och trygghet utifrån ungdomars behov och förutsättningar vara i fokus i kommande projekt.

## Bedömning ur ekonomisk dimension

ICLD ersätter utgifter kopplade till partnerskapet och projektgenomförande utöver stadens projektadministration. Projektadministration utgör cirka 10% av en tjänst under projektperioden.

Stödet för projektperioden 2017-2019 motsvarar cirka 300 000 - 500 000 kronor per projekt och år. Stödet avser både Göteborgs Stads och Nelson Mandela Bay Municipality's aktiviteter.

För Göteborgs Stads del täcker ICLD kostnader för resor, transporter, logi samt arbetskostnader. Arbetskostnader avser stadens kostnader för förberedelser inför resa till NMBM samt kostnader under vistelsen i NMBM. Dessutom finansierar ICLD kostnader för informationsmaterial samt ledning och samordning av projekten.

## Bedömning ur ekologisk dimension

Projektens leverans sker i projekten – effekter beror på vilka projekt vi driver. Under perioden 2017-2020 har projekten fokuserat på förutsättningarna för att skapa inkluderande välbefinnande som långsiktiga resultat av förbättrad rumslig, ekonomisk, social, demokratisk samt upplevd tillgång till städer genom projekten Accessible Cities och Youth Access, frågor som berör ekologiska aspekter har dock inte varit i fokus under projektperioden..

Ett kommunalt partnerskap omfattar resor för att kunna genomföras. Med hänsyn tagen till miljön är resorna till respektive stad begränsade till totalt 2 st/år (en till vardera ort) Övrigt arbete med Partnerskapet och projekten sker lokalt och samverkan sker digitalt. Se även ICLDs riktlinjer för resor (se bilaga 1).

## Bedömning ur social dimension

Projektens leverans sker i projekten – effekter beror på vilka projekt vi driver. Under perioden 2017-2020 har projekten fokuserat på förutsättningarna för att skapa inkluderande välbefinnande som långsiktiga resultat av förbättrad rumslig, ekonomisk, social, demokratisk samt upplevd tillgång till städer genom projekten Accessible Cities och Youth Access.

Projekten under partnerskapsperioden 2017-2020 har bland annat omfattat ett projekt med ungdomar i focus – ”Youth Access” (dnr 1819/16, Nelson Mandela Bay 2017 – 2020). Syftet med projektet är att tillvarata ungdomars önskemål och perspektiv på en stad som ska vara tillgänglig för dem.

Utifrån detta planeras frågor som berör säkerhet och trygghet utifrån ungdomars behov och förutsättningar att vara i fokus i kommande projekt (se Master Report bilaga 2) och på diskussioner och de önskemål som Management Committee har framfört.

Ett kommunalt partnerskap finansierat av ICLD driver inte svensk utrikespolitik, utan agerar alltid utifrån ett lokalt perspektiv. I enlighet med ICLDs riktlinje/skrivelse motiveras partnerskap med:

- Kommunala partnerskap är en motkraft i ett krympande demokratiskt utrymme
- Partnerskapen skapar förutsättningar för ömsesidigt lärande
- Demokratifrågor är avgörande för en anständig värld

- Demokratifrågor är helt avgörande för Agenda 2030

Dessa aspekter vägs också in i projekten.

## **Bilagor**

1. ICLD resepolicy (Resor som en del av ICLD)
2. Master report
3. ICLD projektsammanfattning, återkoppling 2017 – 2020
4. Extension of Contract of Partnership

## Ärendet

Kommunstyrelsen beslutade 2017-01-11 § 18 att förlänga partnerskapsavtal mellan Göteborgs Stad och Nelson Mandela Bay Municipality under perioden 2017-2020 (dnr 1819/16). Detta ärende behandlar utvärdering av projektperioden samt ställningstagande om förlängt partnerskap 2021-2025.

## Beskrivning av ärendet

1999 tecknades ett partnerskapskontrakt mellan Nelson Mandela Bay Municipality (dåvarande Port Elizabeth) och Göteborgs Stad efter en överenskommelse om stöd från Sida. Det ursprungliga kontraktet har sedan dess förlängts flera gånger.

Organisatoriskt vilar partnerskapet på utvecklingen av en styrning i form av en styrgrupp (Management Committee) med representanter från den politiska organisationen i Göteborgs Stads respektive Nelson Mandela Bay Municipality's verkställande politiska organ (Kommunstyrelse respektive Council). Under dessa finns en projektkoordinerande funktion inom respektive ansvarig organisation. I nästa led finns projektledare, en för varje projektområde i varje stad som samarbetar i det faktiska projektutbytet. Två gånger per år genomförs möten i den styrgrupp och ledning (Management Committee) som ansvarar för partnerskapet. Mötena hålls växelvis i Göteborg respektive i Nelson Mandela Bay Municipality. Vid dessa möten utvärderas det pågående och framtida arbetet inom projekten. I samband med Management Committee träffas även projektgrupperna. Denna struktur anges i projektbeskrivningen och har godkänts av ICLD.

Samarbetet mellan Göteborgs Stad och Nelson Mandela Bay Municipality har uppmärksamats som ett "best practice city to city partnership" av ICLD och inspirerat andra städer och kommuner till liknande partnerskap. Styrkan i partnerskapet menas ligga i den organisatoriska strukturen.

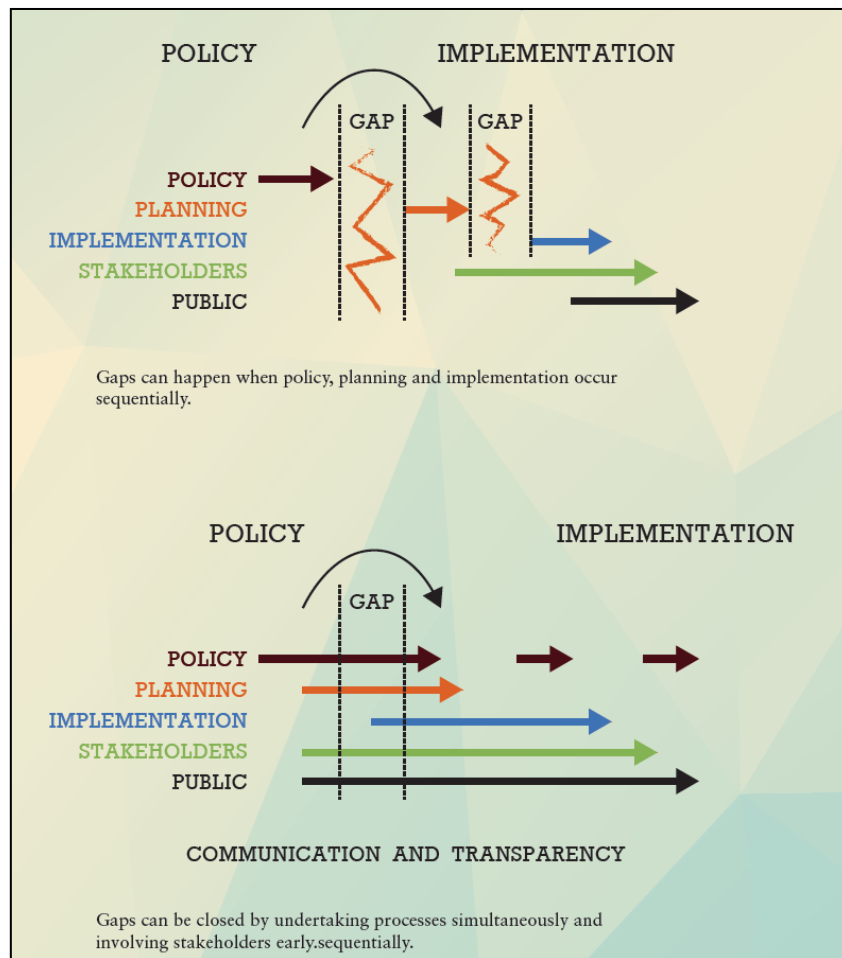
Samarbetet mellan de två städerna har sedan det inleddes bland annat inkluderat projekt inom följande fokusområden:

- Urban utveckling/Stadsbyggnad
- Idrott
- Näringsliv
- Turism
- Kultur
- Biblioteksutbyten
- Utbildning
- Transportfrågor
- Avfallshantering
- Hållbara transporter
- Klimatförändring
- Hållbar energi

I samband med ansökan om finansiering till de projekt som genomfördes 2013-2016 utvecklades en ny modell för partnerskapsarbetet. I den nya modellen förstärktes samverkan mellan fem delprojekten i syfte att hitta synergieffekter och maximera resultaten av partnerskapsarbetet. Att överbrygga glappet mellan policy och



implementering. Detta har gett verktygslådan ”Policy and strategy implementation in local Government”.



### Partnerskapsperiod 2017 - 2020

Göteborgs Stad och Nelson Mandela Bay Municipality identifierade följande fokusområde för projektperioden 2017-2020:

Tillgänglig stad ur perspektiven

- Spatiskt (rumsligt)
- ekonomiskt
- socialt
- demokratiskt
- upplevt

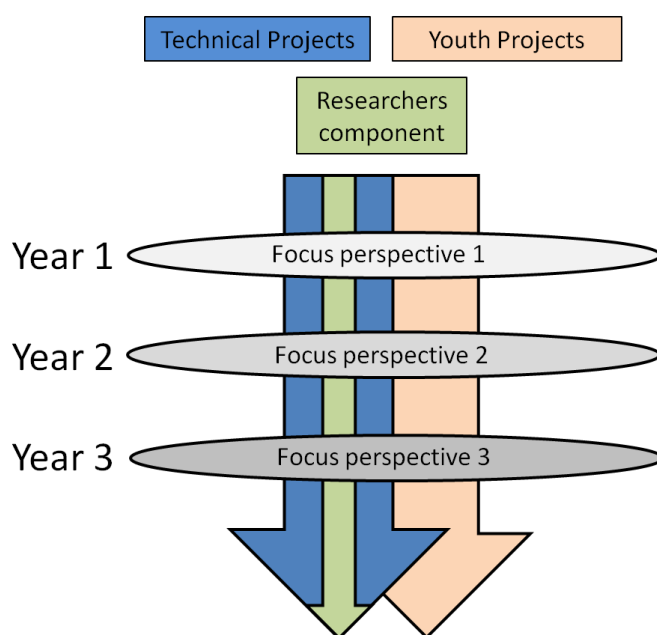
Utgångspunkten var att levnadsförhållandena i Göteborg och Nelson Mandela Bay kan förbättras genom bättre stadsutveckling och ombyggnation av befintliga stadsmiljöer. Baserat på verktygslådan och erfarenheter från senaste periodens projekt är inriktningen att undersöka hur relationen inom och mellan förortsområden och andra delar av staden kan förbättras i syfte att skapa mer tillgängliga städer. En gemensam förutsättning är att båda kommunerna hade antagna strategiska inriktningar för stadsutveckling med en rad utpekade platser och urbana områden i behov av förändring och sammankoppling.

Investeringar i infrastruktur är kostsamt och knappa resurser behöver optimeras med ett långsiktigt och hållbart perspektiv för att förverkliga kommunernas visioner.

Detta har belysts genom två olika projekt, ett tekniskt projekt (Accessible Cities) och ett ungdomsprojekt (Youth Access).

Det tekniska projektet har ur ett strategiskt perspektiv belyst stadsutveckling med fokus på olika aspekter av tillgänglighet. MISTRA Urban Futures har ur ett forskarperspektiv bidragit till den vetenskapliga aspekten av projekten.

Ungdomsprojektet belyste motsvarande, ur ett ungdomsperspektiv.



### Accessible Cities

Projekt är till sin natur och till sitt upplägg multi-disciplinärt och omfattar möten mellan personer med olika bakgrunder, kontexter och discipliner vilket i sig är en ovanlig styrka.

Projektets medlemmar har arrangerat och genomfört en rad studiebesök med kombinerade workshops och seminarier. Dessa har haft olika fokus, till exempel på vad förbättrad tillgång eller tillgänglighet inom städer kan innebära nu och i framtiden. Framförallt har projektet valt att utgå från viktiga platser som innovations- och entreprenörscener, medborgarcenter och förnyelseområden för stadsutveckling i förortsområden. I dessa möten har lokala representanter med till exempel ungdomar, politiker och stadsdelsanställda utvecklingsledare ingått. Vid dessa arrangemang har mötesanteckningar tagits separat utifrån särskilt framtagna modeller och matriser för att fånga och bearbeta multipla dimensioner av tillgång och tillgänglighet. Delar har även redovisats i reserapporter och årsredovisningar.

Parallellt inom projektet har ett utbyte med MISTRA Urban Futures pågått inom ramen för Accessible Cities.

### Youth Access

Ungdomsperspektivet i projektet är delvis ett eget spår men genomsyras av arbetet i Accessible Cities så långt som möjligt.

Inom ungdomsprojektet har ungdomar från Göteborg och Nelson Mandela Bay arbetat med projektets frågeställningar i samarbete med ungdomar från ungdomsfullmäktige samt från Hammarkullen och Kortedala. Politiker och tjänstemän har diskuterat och följt resultaten under projektets gång.

### **Projektens resultat**

Resultaten från Youth Access projektet har införlivats i Accessible Cities projektresultaten.

I Göteborg har projekten arrangerat flertalet större workshops, möten och seminarier utifrån pågående processer för större offentliga satsningar. Detta har gjorts genom till exempel medborgarhus, kulturhus, bibliotek och andra mötesplatser vid till exempel Selma stad, Mötesplats Brunnsbo, Nya Hovås, Bergsjöns nya kulturhus, One stop future shop i Biskopsgården samt Mixgården i Hammarkullen. Ansatsen har breddats till att inkludera flera andra aktörers bidrag enligt ovan genom att involvera arbetsgivare, entreprenörer, fastighetsägare och bostadsbyggare i projektets diskussioner och synliggörande av frågeställningen kring en mer tillgänglig stad och bättre och mer jämlik tillgång.

Projektet har därmed fungerat som en dörröppnare för nya sammanhang och möjliggjort möten mellan forskare, politiker, tjänstemän och den privata sektorn.

MISTRA utbytet har resulterat i ny forskningssamverkan och praktiskt utbyte av forskare mellan Kungliga Tekniska Högskolan, Göteborgs Universitet och Nelson Mandela University. Resultat har inneburit praktiskt forskningsstöd till genomförda workshops, seminarier och möten. Därtill har ett antal akademiska policydokument tagits fram åt MISTRA Urban Futures samt även metodutveckling och support till kommunala tjänstemän (metoder för bättre statistik och lokalsamhällesprofilering). Projektet har även synliggjorts genom MISTRA Urban Futures egna arrangemang i form av Urban Lunchtime, Urban Research seminarier med mera.

### **Master Report**

Resultaten av dessa två projekt diskuteras ytterligare och sammanfattas i en Master Report (på engelska, bilaga 2) vilken har en akademisk ansats. Master Report sammanfattar och föreslår fyra generiska steg för att möjliggöra förbättrad tillgänglighet (i städer):

Steg ett: Skapa och möjliggör villkoren för att förbättra åtkomsten.

Steg två: Implementering av hållbar systemisk och institutionell transformation - åstadkomma förändringar på systemnivå i hela systemet (samhället) för att åstadkomma förbättrad tillgång på ett hållbart sätt.

Steg tre: Framväxande transformativa resultat är resultatet av system och institutioner som fungerar annorlunda på grund av förbättrad åtkomst.

Steg fyra: Inkluderande välbefinnande är det långsiktiga resultatet av förbättrad rumslig, ekonomisk, social och teoretisk tillgång.

Master Report ger förslag på hur projekten kan utvecklas (genom att bygga på de resultat som är framtagna) vilket skall tydliggöras och utvecklas mer. På grund av Covid pandemin var framtagning av projektförslag inte möjligt att göra under den avslutande

fasen av innevarande partnerskapsperiod. Steg och strategier planeras utvecklas till projektförslag under år ett av nästa partnerskapsperiod.

Baserat på kunskaper från tidigare projekt och på diskussioner och önskemål som Management Committee har framfört, föreslås frågor som berör säkerhet och trygghet utifrån ungdomars behov och förutsättningar vara i fokus i kommande projekt.

## **Stadsledningskontorets bedömning**

Som utvärdering av stadens relation till Nelson Mandela Bay Municipality har stadsledningskontoret beställt en Master Report (finansierad av ICLD). Därtill gör ICLD en egen utvärdering av projekten (bilaga 3).

Stadsledningskontorets bedömning är att avtalet har gett förväntat resultat då ett antal projekt har drivits samt att utvärderingarna (genom Master Report samt ICLDs utvärdering) visar att avtalets intentioner uppfyllts.

Kommande projekt baseras på resultat och utvärderingar i innevarande period (2017-2020). Projekten blir därmed långsiktiga, fortsätter att utveckla existerande relationer och då de drivs med hjälp av ICLD, kostnadseffektiva.

Stadsledningskontoret föreslår förlängt partnerskap under perioden 2021-2025 med inriktningen att kommande projekt utvecklar de nu genomförda projekten med fokus på frågor som berör säkerhet och trygghet utifrån ungdomars behov och förutsättningar.

Magnús Sigfússon

Direktör Samhälle och omvärld

Eva Hessman

Stadsdirektör

## Resor som del av ICLD:s verksamhet

ICLD jobbar med internationella program (KP-ITP se nedan) som kräver att människor från olika länder träffas. ICLD:s verksamhet värderas både teoretisk kunskap och praktisk erfarenhet som väsentliga för utveckling (Strategi 2015-2020). Vi använder kunskapsutbyte mellan olika länder och kommuner som genomförs i forms av delning av bästa praxis, förändringsprojekt, studiebesök, föreläsningar och workshops. Verksamhet är till sin natur beroende av resor. För att analysera hur ICLD kan minska sin miljöpåverkan men ändå upprätthålla goda resultat så krävs att man bryter ner ICLD:s insatser i mindre processer och därigenom avgör vad som är nödvändigt och vad som kan ersättas av andra typer av insatser.

### Resor inom ICLD:s program

De huvudsakliga processerna kopplade till resande inom ramen för ICLD:s program består av:

- Flygresor för tjänstepersoner och politiker som jobbar i förändringsprojekt genom kommunala partnerskap. Svenska kommuner besöker kommuner i andra länder en gång om året och tvärtom.
- Flygresor för tjänstepersoner och politiker som delta i internationella utbildningsprogram som träffas fem gånger under 18 månader.
- Flygresor för fältarbete i de forskningsprojekt som ICLD genomför, och resor till och från workshops och seminarier

### KP

Verksamhetsidé: kommunala politiker och tjänstepersoner från Sverige och samarbetsländerna arbetar genom samarbetsprojekt inom ramen för långsiktiga partnerskap, som säkras av förekomsten av en stödjande och aktiv styrgrupp, för en demokratisk utveckling på lokal nivå. För att beviljas medel krävs att projekten kan visa hur något eller flera av perspektiven jämlikhet, delaktighet, transparens och ansvarsutkrävande stärker den demokratiska aspekten av kommunal tjänsteutövning.

Vilka reser? Främst kommunala tjänstepersoner och politiker, även KP-personal

Syfte med resor inom programmet: a) för externa personer: erfarenhetsutbyte, metodutveckling, studie besökt, inspiration, b) för KP:s personal: genomföra workshops, uppföljningar

### ITP

Verksamhetsidé: kommunala politiker och tjänstepersoner från samarbetsländerna deltar i längre utbildningar med deltagare från flera olika länder. Syftet är att lära av varandra och av de besök, föreläsningar och det projektarbete som genomförs under utbildningen.

Vilka reser? Deltagare från Afrika, Asien och Europa. Personal från ITP.

Syftet med resor inom programmet: Utbildningsfasernas genomförande, workshops, uppföljningar, studiebesök både inom Sverige och utanför.

## KC

Verksamhetsidé: Att genom stöd till forskning bidra till ökad kunskap inom området lokal demokrati, att bidra till vidareutveckling av KP och ITP utifrån aktuell forskning, samt att genomföra seminarier där kunskap kan spridas, primärt till politiker och tjänstepersoner i samarbetsländerna.

Vilka reser? Forskarteam inom ramen för ICLD-stödda forskningsprojekt till fältarbete eller workshops, KC-personal till workshops, konferenser och uppföljningar. Studenter som fått ICLD:s resestipendium. Advisory Group medlemmar två gånger om året.

Syftet med resor inom programmet: Söka upp målgruppen där den finns och sprida resultat på befintliga arenor. Samarrangera workshops i samarbetsländerna och inom Sverige med forskare och andra intressenter.

## Vikten av personliga möte

ICLD:s verksamheter bygger till största del på att utbyta erfarenheter genom personliga möten.

Forskare skiljer ibland på två typer av kunskap, tyst och explicit (se t.ex. Nonaka och Takeuchi<sup>1</sup>). Ny kunskap anses skapas genom ett växelspel mellan dessa två typer av kunskap. Explicit kunskap är bättre lämpad att överföras oberoende av ett fysiskt möte, det som kännetecknar typen av kunskap är att den är möjlig att formalisera och således lättöverförd i t.ex. skriftlig form. Att enbart arbeta med denna typ av kunskapsöverföring skulle innebära att en del av de fysiska mötena hade kunnat ersättas av webbaserade möten, webinarier eller genom skriftlig kommunikation.

Den tysta kunskapen är till sin natur däremot svår att formalisera. Det rör sig om en typ av hantverksskicklighet där det ofta krävs att den som vill ta åt sig av kunskapen behöver se hur den tar sig uttryck i praktiken. ICLD:s erfarenhet, vilken ligger i linje med forskningen inom området, är att det är av stor vikt att skapa förutsättningar för såväl explicit som tyst kunskap att kunna bidra till en positiv utveckling. Utöver att skapa en arena för överförande av den kunskap som projekten planerat för möjliggör det fysiska mötet andra positiva, oplanerade, effekter. Att exempelvis se hur en arbetsplats fungerar; vilka som pratar med vilka; var chefen sitter; vad som sitter uppsatt på väggarna; hur personalen tar sig till och från jobbet; vilket kön det är på busschauffören; vem som kör barnvagnen osv. spelar en stor roll i att förändra attityder och beteenden. Förutsatt att ICLD visar upp konstruktiva exempel så bör besöken leda till att deltagarna utvecklar sitt demokratiska ledarskap.

## Klimat och flygresor

Givet att personliga möten är viktiga för kunskapsöverföring, vad kan då göras för att ändå minska miljöpåverkan?

- Den rättsliga referensramen för klimatåtgärder för Sverige och många av de länder där ICLD arbetar är Parisavtalet som antagits av FN 2015. Från och med mars 2019 har avtalet undertecknats av 195 länder och 185 har blivit en del av det, inklusive Sverige.

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<sup>1</sup> Nonaka, I. and Takeuchi, H. (1995) The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation. Oxford University Press, New York.

- Det långsiktiga målet med avtalet är hålla den genomsnittliga ökningen temperaturen under två grader över den förindustriella nivån och att begränsa ökningen till 1,5 grader för att minska effekter och risken för klimatförändring.
- Den särskilda rapporten från *Intergovernmental Panel on Climate Change (IPCC)* 2018 säger att konsekvenserna av att inte nå målet på 1,5 ° C är djupa och effekterna är svåra att hantera.
- Flygresor är en av de högsta enskilda åtgärderna som bidrar till utsläpp av växthusgaser.<sup>2</sup>
- Flygresor är redan en kritisk fråga och det förväntas att kritik mot flygning ökar, eftersom branschen också expanderar hela tiden. Enligt Europeiska kommissionen förväntas flygindustrin öka 300-700% och bidra till 15% - 40% av de globala utsläppen av växthusgaser år 2050.<sup>3</sup>
- Uppskattningar visar att svenskar flyger i genomsnitt fem gånger mer än det globala genomsnittet och det kan förväntas mer krav att minska flygresor för att uppnå Parisavtalet.

### Vad kan ICLD göra för att minska flygresor?

ICLD bör välja transportmedel med så liten miljöpåverkan som möjligt och resebolag med en bra miljöprofil. För att bidra till minskande flygresor kan ICLD:

1. Använda fler digitala möten. Intervjuer och seminarium kan med fördel i större utsträckning genomföras digitalt och även i vissa fall möten med resurspersoner i samarbetsländerna eller i Sverige. Föreläsare som ansvarar för kortare pass kan medverka via video. Teoretiska föreläsningar kan genomföras via webinarier, och på samma sätt kan ICLD:s personal ta del av föreläsningar etc via videolänk.
2. Samla ihop olika workshops till ett och samma resetillfälle.
3. Använda fler lokala mentorer som facilitatorer.
4. Kartlägga nuvarande resor och deras syfte och uppställa konkreta mål för att minska flygresorna med 25 %.
5. Uppmuntra samarbetspartners och ICLD:s egen personal att använda tåg och färjan när det är möjligt.

Resor för studiebesök för politiker och tjänstepersoner ses som en viktig del av internationellt kunskapsutbyte och ska därför fortsätta genomföras.

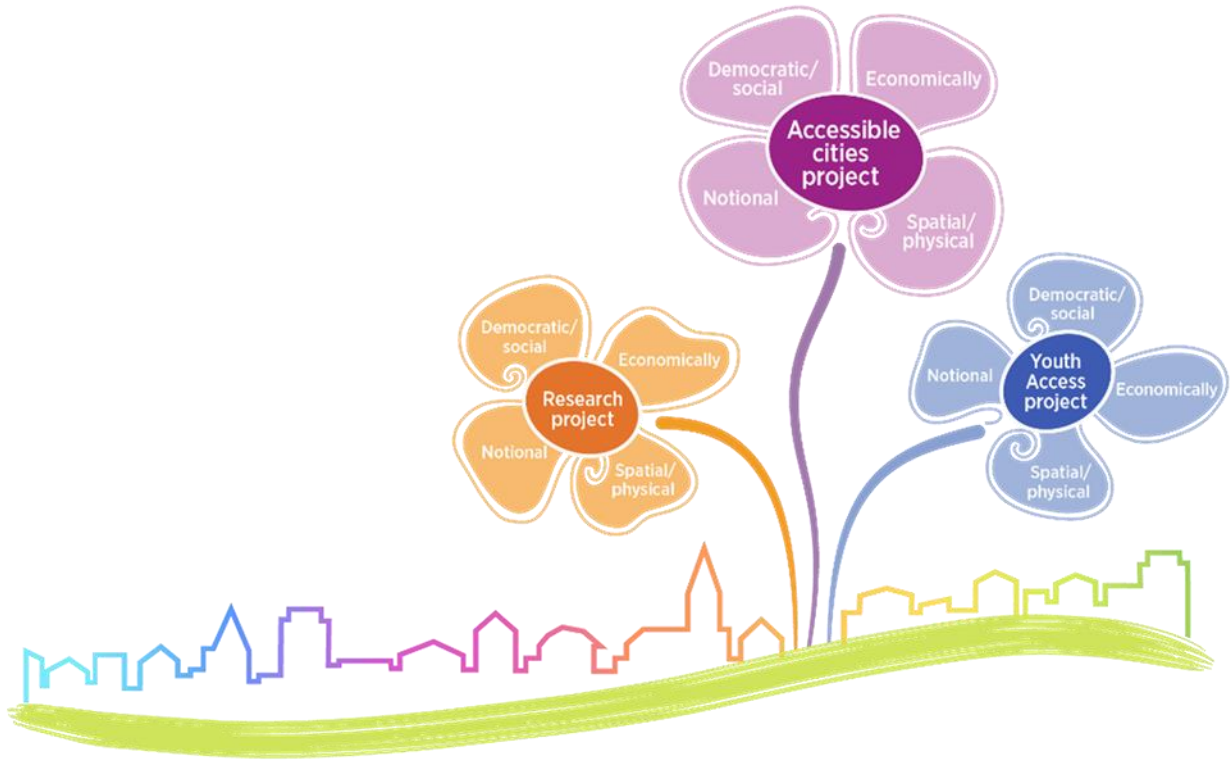
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<sup>2</sup> Wynes, S., & Nicholas, K. A. (2017). The climate mitigation gap: education and government recommendations miss the most effective individual actions. *Environmental Research Letters*, 12(7), 74024. <https://doi.org/10.1088/1748-9326/aa7541>

<sup>3</sup> Alcock, I., White, M. P., Taylor, T., Coldwell, D. F., Gribble, M. O., Evans, K. L., . . . Fleming, L. E. (2017). 'Green' on the ground but not in the air: Pro-environmental attitudes are related to household behaviours but not discretionary air travel. *Global environmental change : human and policy dimensions*, 42, 136–147. <https://doi.org/10.1016/j.gloenvcha.2016.11.005>

# Access for Just Cities

## Master Report



Partnership between the  
Municipalities of Gothenburg and the Nelson Mandela Bay  
2017-2020



### **On the Nature and Context of this Document**

**The final year of the three-year Accessibility for the Creation of Just Cities Project- incorporating the Youth Access Project - took place from June 2019 to June 2020.**

**The final team visit to Gothenburg took place at the beginning of March 2020. It was the intention to still have a final Project Leader visit to tie up the final reports and to deal with Dissemination and a possible Development Expansion Project.**

**It was just at that stage that COVID – 19 struck Europe and South Africa and international travel became prohibited and the partner cities resources were totally consumed by planning and preparing for the onslaught of the Corona virus in the two countries. South Africa went into a severe lockdown.**

**For this reason, the project could not be closed out as originally intended. This report - termed a Master Report - is to fulfil the function of a repository of the most significant work and learning from the period 2017 – 2019 of the project for future use and reference. It encapsulates all the main influences that came from the work in the projects between the two cities over the three-year period.**

**Due to time constraints this document must not be seen as a final product – rather it is a station to which the Project Team will return in order to proceed with the journey when the time is right.**

**The report had been in progress from Year two of the project and the finalisation of this product has been done by Professor Deon Pretorius.**

***9 June 2010***

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**Annexure A: Matrix Summarizing Stage One - Creating Enabling Conditions for Enhancing Access**

# 1 Introduction

The purpose of this Master Report is to capture the theoretical aspects, insights, learnings and conclusions based on the reports and activities of the **Access for Just Cities** project over the period of 2017 to 2020.

This project is part of the partnership between the municipalities of Gothenburg / Nelson Mandela Bay (NMB) with a focus on townships and communities on the urban edge of these two cities.

The overall objective is to enhance access in terms of spatial/physical, social/democratic, economic and notional terms.

This document contains items of various kinds reflecting on visits, case studies, events and learning that emerged from these. And then the document culminates in a set of strategies, constraints that must be overcome, required mindset shifts and recommendations that are deemed to be required to bring about greater spatial, social / democratic, economic and notional access.

This document also serves as a prelude to a Booklet that will summarize and illustrate the learnings of this Project in a pedagogical way for the benefit of the eventual users of the recommendations. It will be revisited for this purpose.

A **Booklet, Dissemination** of the results of the Project and **Planning for a follow-up Project** are all temporarily on hold due to changed timelines and reduced capacity related to the COVID-19 pandemic.

## 1.1 The Project Concept

The motivation behind the project is the recognition that the living conditions for significant sections of people living in both Gothenburg and Nelson Mandela Bay can be improved through better urban development and redevelopment.

The main project focus is on how to create just and accessible cities for all citizens.

Access is to be considered in a broad interpretation of the concept:

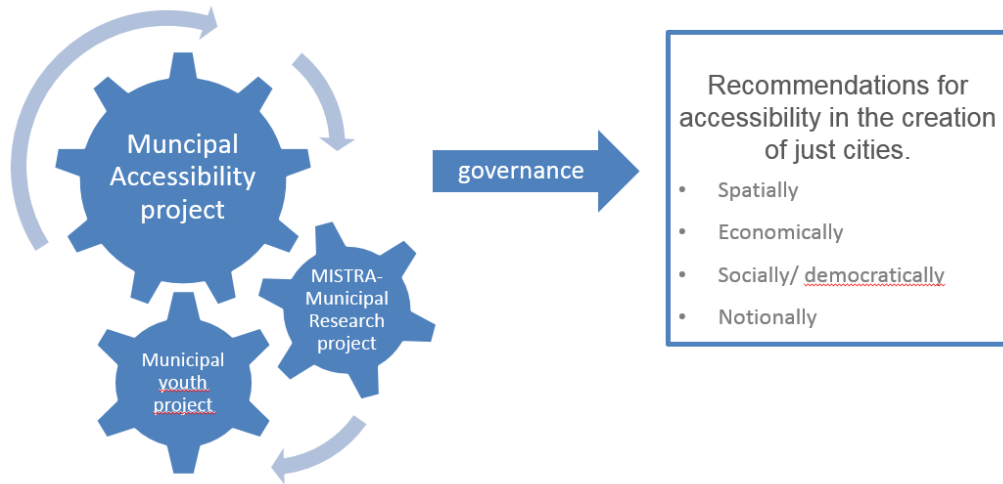
- Socially/politically/democratically
- Economically
- Spatially /physically
- Notionally

A just city is one where those who live, reside and work in the city have equal access to public spaces and can affect the decisions that concern their daily lives as well as the city's future development. (Abrahamsson, 2016)

Based on the **Toolkit** produced in the previous project suite the focus was placed on examining how the conditions within and between suburban areas and other parts of the cities can be improved in order to create more accessible and just cities.

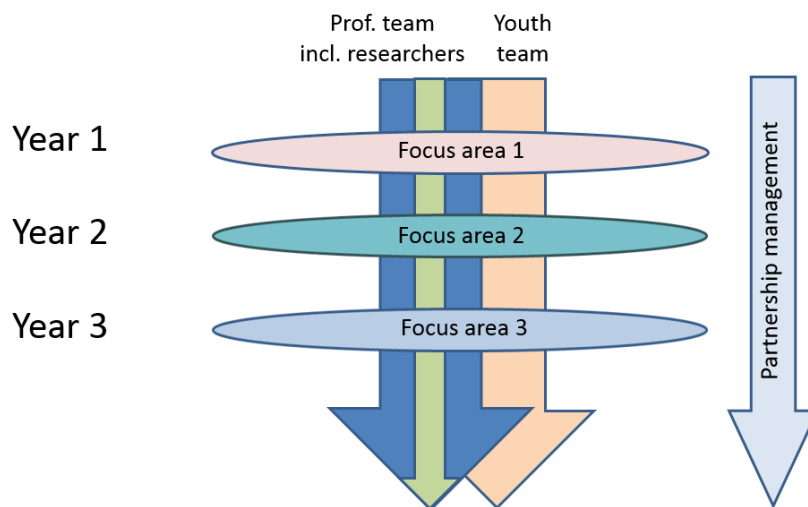
The project consists of three sub-projects: **Accessible Cities Project**, **Youth Access Project** and a **Research Project**. As the main project, the Accessible City Project used the guidance of research and also drew extensively from the lessons to be drawn from the Youth Access Project.

The following diagram conceptualises the suite of projects:



In practical terms, and as encapsulated in more detail in the individual project proposals, the following diagram represents the relationship between the Accessible Cities Project, the Youth Access and the Research Project.

Project was supervised by the political steering group, defined as the Partnership Management.



The programme of projects took place over a period of three years during which there were two reciprocal visits, one to each city annually.

Each year was devoted to exploring an aspect of accessible cities. During that period experts in the relevant aspect and members of local communities participated in the activities of each visit.

## **1.2 Three Projects in One**

### **1.2.1 The Accessible Cities Project**

The aim of the Accessible Cities Project is to develop practical recommendations to implement in each city for the further development of the suburban nodes as well as the improvement of the linkages and the relationship between nodal areas in the cities.

In this regard the aim is to:

- Develop perspectives on the city as a system for justice
- Identify and explore ways to strengthen the local communities
- Identify and explore services/investment to be provided locally
- Identify best practices for the creation of long-term resilient communities
- Improve the relationship to the rest of the city for every citizen
- Develop recommendations that are replicable to other projects during and after the project period.

The above was approached in relation to all aspects of access as described above.

### **1.2.2 The Youth Access Project**

The Youth Access Project is a municipal partnership project dedicated to exploring issues affecting youth in the two cities. It was linked to and supported the main project. It focus on the youth in order to:

- Find ways to strengthen the institutions to accommodate youth perspectives in city governance and planning for accessibility in all its dimensions
- Explore better ways of working with communities with the inclusion of a youth perspective
- Explore ways in which youth perspectives can strengthen the main project work
- Identify lessons from the way in which the cities work with youth issues in the cities
- Create a platform for the expansion of the relationship of youth within and between the two cities.

### **1.2.3 The Research Project**

A relationship was developed with Mistra Urban Futures to support the projects to be undertaken. A purpose of the Mistra Urban Futures collaboration was to secure mutual learning and knowledge exchange between researchers and practitioners (officials and politicians). Mistra Urban Futures has provided opportunities for the project by supporting initiatives that have been highlighted as important in the partnership. As a platform Mistra Urban Futures also provided participation in, or access to, networks with researchers that could assist or develop relevant and necessary research that could give guidance and recommendations to achieve more accessible cities.

The objective of the Mistra Urban Futures collaboration was formulated as follows:

To contribute to research-based practical recommendations, which includes a youth perspective. The recommendations, which will focus on the development of the suburban areas and other parts of the cities as well as the improvement of the linkages and relationship between them, are supposed to be relevant for and implemented in both cities.

The research funding from Mistra Urban Futures was used to facilitate several exploratory workshops as well as several research-seminars in each city with the project-members but also with local officials and politicians as participants. These were used to complement the projects, adding research-based knowledge to the projects as well as securing further research relationships and funding that could possibly extend beyond the life of the projects.

The research resulted in a generic approach to development that was modified for the purposes application to the access theme. It thereby contributed to a framework for structuring the Conclusion Section of this Master Document which includes Mindset Shifts and practical recommendations and covers social, economic, spatial and notional aspects of accessibility as well as the youth component. In addition, it the research component create a platform for future projects.

The research resulted in:

- Collaborative workshops that included a number of specialists from both Gothenburg and NMB in Bergsjön
- A visit to NMB by Ann Legeby for a three days' workshop with Prof Pretorius, Mareka Mokwantlo ( a researcher for NMU), Franco Cilliers and including a session with staff and students from the NMU
- Two Skype conferences with Dr Stina Hansson on the notional aspect and trust
- A paper delivered by Professor Deon Pretorius at a Mistra Urban Futures Seminar,
- Urban Lunch Time-seminar delivered by Staffan Claesson, Anna Olsson, Åsa Lorentzi and Gilbert Larsson
- A published paper entitled ***A Morphogenetic Approach to Social Development*** (Pretorius, D. Mistra Urban Futures Report, 2020:1)
- Seminar and walkshop prepared and conducted by prof Ann Legeby and dr Stina Hansson in Brunnsbo
- Workshops together with local citizens and community-leaders in New Brighton and Zanemvula
- The morphogenetic paradigm features in this Master Report as an item of learning, as a theory of change and framework and to present the conclusions and as part of the preferred developmental mindset
- Relationships with University of Gothenburg, Chalmers,
- And, finally, Prof Pretorius was invited to present a workshop involving leaders from a number of African countries as part of ICLD Programme on Inclusive Leadership
- The work done in Zanemvula has led to further engagement between Prof Pretorius and the local residents that organised the Project Team Workshop in Zanemvula

### **1.3 What is meant with access?**

Access in the context of the “Access for the Creation of Just Cities” project is considered to mean the ability of a person or groups of people in a local area, district or city to obtain what is needed for a good quality of life in pursuit of Inclusive Well-Being. The notions of quality of life and Inclusive Wellbeing are overlapping. A description of Inclusive Wellbeing is provided later in the document.

Next will be an elaboration on Access Concepts.



### 1.3.1 Spatial / Physical access

- Spatial / Physical access refers to the distance between supply and demand of social, physical and economic means as a barrier or a facilitator of access to the means for improved quality of life.
- Thus, the spatial / physical dimension refers to the availability / provision or the lack thereof of enabling infrastructure, facilities and amenities.
- Perhaps the most direct dimension of accessible cities is the accessibility to places and services through as a matter of proximity. The most important features of this include residential and workplace densities and locations, the distribution of functions and degree of mixed use, the extent of centralisation and the local-level urban design
- Residential proximity is highly valued by residents for accessibility to social relations and economic opportunities
- Accessible cities should permit easy access for all urban dwellers to critical services such as education and healthcare, basic daily activities.
- While proximity determines individuals' accessibility to places and services, transport has traditionally been seen as a vital mediating factor determining how individuals reach those destinations and it still is to some point – even though ICT and other means of access providers are changing the prerequisites.
- To a certain extent, physical proximity can be substituted by increasing the speed of travel through urban areas – but it comes with consequences such as high costs, noise, blocked routes and street network for pedestrians and cyclists and there are a wide range of alternative solutions before investment should be done in new infrastructure like roads.
- **Comment by Staffan Claesson:** *In Gothenburg, people choose to not commute if they have better alternatives – and people become more productive in general if they do not have to spend 3 hours a day in the car. It is sustainable mobility we are aiming for – to reduce the number of trips that not is necessary – this is the local, municipal and regional discussion that is being had in Gothenburg we had so many times - access to job in an regional context and a regional functional economical area based on regional access by commuting – preferable by train.*
- While issues with regards to access will differ from context to context, the following can be regarded as facilities and amenities to which communities generally should have spatial/physical access to:

Housing	Secondary Schools (some Vocational Schools)
Water	Library / ICT Access
Electricity	Adult Training
Sanitation	Clinic /Mobile
Refuse Removal	Policing
Tared or Paved Roads	Fire Station
Access to Affordable Transport	Business/ Shops and Spatial Provision for Business
Creches/kindergarten	Open Spaces/ Formal Parks
Primary Schools	Sport and Recreation (if not in schools)

### **1.3.2 Social Access (including political / democratic)**

Social access refers to the availability of and the delivery of public services, facilities and amenities related to and intended for individual, group or family, education, health, welfare, safety, etc. to enable a good quality of life.

There is inevitable overlap with the above with spatial/physical access but in this instance the emphasis is on service and not spatial /physical proximity. Access is a key issue for employment, services and education, affordable housing, transportation, recreation facilities, formal and informal institutions.

It is also a crucial issue in terms of community relationships and social infrastructure that helps create social equity and community sustainability. Thus, accessibility also relates to the democratic / political processes and relational aspects of social sustainability, such as access to stakeholder communication, participation and consultation in development processes, accountable governance and management of policy, as well as planning and social monitoring of the standard-setting process.

Accessible cities will also have the social infrastructure enabling all residents to interact, participate in social groups and organisations and to construct the social networks necessary to build collective resilience and thrive.

### **1.3.3 Economic Access**

Economic access refers to the availability of the opportunities to participate productively and rewardingly in an economy.

The economic dimension refers to opportunities to participate in the mainstream of the economy. These are closely related to social dimensions of access, such as access to education and skills development related to one's capacity to participate in the economy (that is socio-economic dimension of access).

Arguably, the most important aspect of the economic dimension of access relates to the employment opportunities on offer in the economy and this is influenced by the absence or presence of enabling conditions, state of the economy, infrastructure, policies and a supportive environment for starting, sustaining and growing economic enterprises.

In both Gothenburg and NMB an important aspect of economic access has to do with conditions on a community level to support the creating of localised community economies, the retention of revenue in communities and the creating of multiplier effects to grow such localised economies for the benefit of local communities.

### **1.3.4 Notional Access**

Notional access is a complex matter that is not easy to define with a few words. All the below refers to the notional dimension of access:

- A person's perception of access
- H/her sense /experience of access
- Awareness about something that is relevant to access

- View of something that is relevant to access
- Attitude towards something that is relevant to access
- A sense of belonging
- Extent of participation
- Processes related to psychological wellbeing as being part of a local area, district or city.
- A sense of being valued.
- Knowledge of the system and of what you can have access to.
- Confidence in leaders
- Hopefulness for the future
- A sense of power of choice

## 1.4 The Rest of the Document

The rest of the document should be seen as consisting of **two parts**:

- **Sections 2, 3 and 4** are relatively unstructured and unedited repositories of items that emerged from the three years of work. In many instances the content is still in the form as originally presented in the different working document of the project. This includes:
  - Thematic Learnings and findings that emerged from the project
  - Case studies – learnings, insights
  - Towards a Framework and Theory of change for Enhancing Access - Different perspectives on the creation of better access

The idea is that this content will be returned to when the work towards the next Stage of the Project commences

- **Section 5** follows on the above with a Preliminary Conclusion that structures the work that was done over the three years, and particularly the third year, into a set of Strategies to answer the question: What must be done to creating the conditions to enable implementation of action to enhance Access.

It contains:

- Strategic Recommendations
- General and Specific Constraints
- Mindset Shifts required to overcome the constraints
- Who are involved?
- Recommendations of General and Specific Actions

## 2 Learnings, insights and findings from within the project

This section includes findings and reflections from the three years of the project.

### 2.1 Introduction

**What is the problem?** There is a link between not having access to that which is associated with quality of life and the implication of an unjust society when this takes on substantial proportions. The main problem is that the citizens do not have full access to the cities. Transport is typically (traditionally) regarded as the key component of accessible cities, encompassing the notion of ‘access by velocity’

and the ways in which different transport forms contribute to this, as well as over urban accessibility pathways. It cuts across different urban development patterns in this way.

Accessibility also encompasses social dimensions, given that social systems are critical for urban renewal and sustainability. It reflects that who gains access is important, therefore incorporating (procedural) dimensions of power and justice. Related to this, accessibility is determined by individuals' assets and social networks and so accessible cities explicitly consider equity concerns and the marginalised, specifically those geographically and socially excluded.

Most of the population in both the City of Gothenburg and Nelson Mandela Metro live in urban areas and that means that more and more social processes become urban, which in turn means that they rely on city infrastructure. City structure, is an essential factor that organizes, supports and sets limits for all these urban processes. We know that issues of social inclusion, economic innovation and ecological sustainability are intimately related to urban spatial structure.

Both municipalities do have comprehensive strategies but have limited capacity to determine and facilitate the best ways of improving the accessibility – in all aspects – for as many as possible. It is essential that financial and policy investments must be as sustainable as possible to realise city visions. Scarce resources must be optimised with a long-term view.

Limited access is, in many ways, a function of discrimination. In the South African context whole communities live on the outskirts or urban areas as a result of the legacy of discriminatory Apartheid urban planning. The location and state of townships is a basic cause of limited access to many people in South Africa.

Equally, the distance from the city centre is related to limited access for communities of predominantly people from foreign origin in the case of Gothenburg. While the nature and extent of service provision is much better than in NMB these communities can be described as relatively deprived (relative to the rest of Gothenburg) whilst deprivation in NMB township communities can be described with the term absolute deprivation.

## **2.2 Transport**

Both the Nelson Mandela Bay Municipality (NMBM) and the City of Gothenburg are challenged by changing demographic trends which result in pressure on amenities and services such as housing and transport systems. Forward planning, with a long time-horizon is important. More detailed plans should cover a period of five years and should be updated on an annual basis.

The cities of Gothenburg and Nelson Mandela Bay have a common goal to ensure that public transport is universally accessible for their respective citizens. It is the responsibility of government to ensure that facilities are designed and managed to enable people to reach and use public transport safely and with confidence. Public transport has a key role to play in improving accessibility for all, thereby minimising social exclusion and enhancing social cohesion. In this pursuit, government and the public transport community in both cities must work together to reduce physical and psychological barriers to safe and seamless travel in these cities.

It should be borne in mind that there are costs associated with creating a fully accessible public transport system, but it should also be remembered that there are financial benefits to be had from increased use of the public transport services.

Universal accessibility contributes significantly to the welfare and comfort of the entire population and constitutes an important element in the promotion of public transport and in the implementation of sustainable development.

It should also be borne in mind that a universally accessible transport system increases educational, employment and recreational opportunities. In an attempt to realise some of these opportunities, there is good example in Gothenburg where free public transport is provided for the young people. In NMBM there are concessions that have been introduced in order to ensure that public transport is accessible to scholars.

### **2.3 Youth Access in Perspective (by Gilbert Larson)**

In both Gothenburg and the NMB, youth from underprivileged/marginalised communities are disadvantaged in terms of personal empowerment both as groups and as individuals. Consequently, they are unable to fully participate in city life. Age can, thus, be a reason for discrimination. Depending on where in the city you grow up you have different access to service and welfare. For instance, for young people, the unevenly distributed access to good education means that differences in actual and perceived participation in society are strengthened between citizens.

In addition to the above, the municipalities lack the capacity at the organizational level to properly obtain and work with youth issues in all aspects of decision-making. The theme of access relates to a wide range of aspects in everyday life for the youth in the cities. **Article 12 of the Convention on Children** expresses the right of the child to form and express his views and have them considered in all matters concerning him or her. There are deficiencies in decision-making in terms of seeing young people as citizens the capacity to participate, influence, and contribute to society.

Being young at the beginning of the 21st century is very different from the upbringing periods of previous generations. Highly increased consumption demands, immediate access to knowledge and interaction with countless others worldwide through the internet, and generally better living standards than before, are some of the more tangible and easily recognizable changes that permeate the lives of young people today compared to earlier decades. The possibilities to advance in society through higher level education are greater and available to more people, as are the means to reach economic advantages via entrepreneurship and business ventures. Making your voice heard across the globe has never been easier, and the same goes for gathering both generic and tailored information to suit one's needs.

At the same time, the flip side of the coin reveals growing disparities between the living and educational standards of youths in the same cities, and even between adjacent neighbourhoods. Mental health issues have taken an exponential rise in occurrences among the young. Alcohol and drug abuse have risen slowly but steadily in urban areas, and the allure of the so-called gangster life has enticed many youths, mainly young men, to an existence where crime, fear, and an early death are prevalent.

City youth are especially vulnerable to the ongoing changes. In the fast-moving, highly specialized and infrequently tumultuous environment that the modern city offers, the challenges of finding security, safe passages to education and work, relevant and qualitative education, gainful employment and decent living conditions can quickly become unsurmountable. Cramped living in sublets and precarious work conditions are usually what is on offer for those fortunate to be able to lean on previous contacts, or leap on last-minute offers.

These premises do not vary much from any city of size, such as Gothenburg or the Nelson Mandela Bay Metro. Access to the above listed basic amenities is limited for youths, either through distance, cost, legal restrictions, or as human rights denied or unable to be met by the prevailing governing entities. In some instances, inherent cultures and ingrained ways of life such as gerontocracy pose invisible but difficult hindrances. Any citizen regardless of age can experience such limitations, but where most adults overcome these adversities in time, youths lacking proper support or guidance struggle to take any significant advantage of metropolitan life. Furthermore, as residents with no or small incomes, they are ill-equipped for the consumer-oriented and comparatively high-priced conditions that the central city demands. Additionally, they are usually unemployable in the increasingly specialized workplaces at hand, and therefore cannot contribute to the general standard of society via taxes. Subsequently, the notion of being neither needed nor wanted in the city as a young person has been clearly and repeatedly observed by both cities' youth groups in this project.

The most apparent types of access lacking for youth in larger inner cities have been outlined in the March 2019 travel report, modelled after the matrix form of the Tool Bar, incorporating the four aspects of accessibility treated in this project. These are presented in the following 4 subchapters:

### ***Education***

A good understanding of the spoken and written language of your country, and preferably some knowledge of at least one more, together with basic skills in natural sciences including maths, as well as the fundamentals of history and society, are taken for granted by many. Primary, secondary and high schools in our cities generally do a marvellous job and are the very foundation for most families in teaching both the stipulated curriculum as well as raising young citizens to some measure of self-awareness, personal esteem and common social sense. It is however clear that they need quite urgent help in reaching those who lack support or otherwise are struggling to participate and absorb in regular classes. This also is true for those pupils with extra prowess in school subjects, who risk becoming stymied in their development trajectory if unattended.

The methods to tackle these deficiencies in our school systems need to be sturdy, i.e. consistent in time and quality, in order to be effective. They obviously also need to be administered where most needed, such as city areas with poor schooling results and high drop-out rates. This may in some cases also necessitate additional local support such as safety planning and raised salaries for school management and staff.

Tertiary school entities such as universities and colleges have similar roles in society, but with the added focus of making students ready for working or academic professional life. There is a perceived gap in what these school bodies offer young people who are looking for employment, and what is REALLY needed to secure such a position. In both cities, youth unemployment is a growing negative issue. This is especially true in NMBM where the results of unemployment can easily be recognized in so called gangsterism, a term comprising loose associations of mainly young men, alcohol abuse, illegal drug marketing and use, human trafficking, control of local neighbourhoods through actual use or threat of violence, violent crimes, and subsequent short life expectancies.

As seen both in town areas as Helenvale and Hjällbo respectively, the actions related to gangsterism produces negative local impacts such as fear of moving around in the city districts, low establishment rates for businesses and shops in certain areas, and accidental injuries and deaths suffered by innocent bystanders. Through these and related circumstances (e.g. violent homes, teenage pregnancy, tattered schoolbooks, unaffordable school clothing, to name a few), school attendance tends to be low, and youths have to find other venues to sustain a livelihood than outright organized employment.

In these efforts they many times, albeit inadvertently, come to act to perpetuate the cycle of illegal alcohol and drug trading, trafficking and violent acts in pursuit of money and other physical amenities.

Post-high school short-term educational courses offered by both official and private learning organizations are a way of filling the perceived gap mentioned. So are temporary trainee programs. Another way out from under the educational shadow is to participate in mentorship programmes.

As seen throughout the project, an important aspect of education is to comprehend the importance of developing one's social skills in all aspects of life. Without some degree of personal structure, sociality and ability to get along with others, it is usually extremely hard to cope in the city's multifaceted, ego-oriented and often fast-moving environment. A high school diploma might land a job spot, social skills make it last. It is therefore vital for youths to have arenas in which to train such skills, as discussed in the Participation / Influence subchapter below.

### ***Employment***

As unemployment figures for youths, especially in socio-economically impoverished city areas, are on the rise, we acknowledge this to be the most severe accessibility deficiency encountered in the project. The need to take serious action in this field is not stressed enough in the general social dialogue, neither in our cities nor nationally. Experiences in both countries prove that without employment there are very few realistic chances of breaking the bonds of poverty and cycles of "outsider life" for our young citizens. The absence of a regular, legal income of pay prohibit youngsters and young adults to take necessary measures to take responsibility for themselves, procure independent and decent living quarters, enhance their availability possibilities, and/or become part of society's progress – in short, they are hindered from both taking care of themselves and from contributing beneficially to general society.

In our recommendations, we therefore propose some earnest steps towards alleviating youth unemployment, to be taken as soon as possible. Whether through earning a living running your own business, or being employed by another organization, the possibilities leading to gainful work for youths must be presented and intensified in order to start breaking the moulds of previous generations, and to set up good examples for those who will follow.

### ***Participation / Influence***

As noted and requested on various occasions throughout this project, the authorities that govern our cities, as well as other decisionmakers involved need to show that they welcome youth as a positive force in urban development. Stonewalling young citizens from taking a shared responsibility in the progress and wellbeing of metropolitan areas will only halt that desired progress, and further frustrate the positive intentions of the generation who in time are meant to take the helm. This tends to result in negative responses like youths' negligence of the cities, and a general disbelief in any intentions of dialogue from authorities. In more severe cases both cities have witnessed more counterproductive behaviours such as armed resistance during emergency calls, looting, rioting, and uncontrollable mass demonstrations. Needless to say, the city's resources are better spent elsewhere than combating these symptoms of inequality, discontentment and alienation.

In order to ensure a both reliable and relevant input from youths regarding their possibilities to influence and raise their questions, firstly the cities must acknowledge that those young voices are not only worth hearing but in fact become a vital part of the common way forward for all citizens. In an environment where all age groups have at least somewhat equal opportunities to both co-exist and thrive, the desired goals for that society can be realized for more inhabitants, and at a faster rate. This

is shown in many contemporary as well as historical reports and studies (e.g. IMF:s “Redistribution, Inequality and growth” 2014, OECD:s “Divided We Stand: Why Inequality Keeps Rising” 2011, and City of Gothenburg’s report from the Social Resources department “Differences in health and life conditions in Gothenburg” 2014). This first step is the key reciprocal ingredient needed – believing that the other side is a credible agent towards a change for the better.

In acknowledging that youths’ ideas, needs and voices are at least as important as those of any other age bracket, the next step is to ensure reliable and periodically recurrent platforms where representatives of city organizers as well as of youths themselves can meet under safe and orderly conditions. The proposed goal of such platforms, whether physical or virtual, should be to find out what is lacking for youths to access their cities better, what the authorities are able to do about these issues, and what the youths themselves can accomplish, either through self-organizing or in cooperation with other entities.

To ensure that these platforms are not only a showcase of benevolence on behalf of the powers-that-be, they must also be coupled to some agreed-upon accountability. It is a huge step to invite to dialogues, meetings, rallies and digital forums, but sharing power is something different. If such platforms are to be successful, naturally all participants must feel that they are listened to. Beyond that, however, there needs to be true intent from policymakers and decision-takers to act upon those proposals and ideas of change that come about, and that are within the city’s powers to do so. Reversely, the youths themselves definitely also need to show commitment to help in the desired changes proposed, to their ability.

Youth councils coupled directly to city councils, yearly youth forums with elected city officials, shared mutually monitored discussion forums on-line, democracy camps together with representatives of City Hall, identifying and supporting young influencers of note who can inspire beneficial change, joint ventures where policymakers and youth can be seen working side by side to implement what they have agreed upon, are all examples that have been tried and in many cases proven successful in creating a positive atmosphere between parties that usually either do not have to acknowledge each other on a daily or personal basis, or are at odds against each other. The recommendations offer more insight into some of these methods.

As discussed before, social skills are essential in getting ahead in life, and especially in cities where the informal support system of family, neighbours and close friends that is often found in rural areas can be absent. The methods outlined above provide excellent training ground for social techniques such as:

- a. Leadership – taking charge of a subject or group towards a common goal
- b. Teamwork – being able to function in a group in order to achieve goals or overcome obstacles one cannot traverse alone
- c. Communicating – both in order to express one’s needs and wishes, as well as listening to what others have to say
- d. Empathy – honing the innate ability to sense others’ emotions, and the urge to care for their wellbeing
- e. Solving interpersonal problems – seeing many sides of the obstacle, and finding ways around it that benefit the most
- f. Adaptability – fitting into the larger scheme of ideas or activities presented, trying to perform to previously agreed standards
- g. Organizing – seeing the “bigger picture”, connecting the dots of the plan, sequencing activities, presenting proposals for actions



In both societies, a very suitable way of practicing these and similar skills can be through sports, as observed in the November 2019 Youth Access Travel report, and further discussed in the recommendations.

### ***Identity / Sense of belonging***

If there is one characteristic that links all eight youth members of this project, it would be pride in one's place of upbringing. It is fair to assume that since the youths all come from socio-economically challenged town areas, this sense of pride and belonging stems from some measure of feeling alienated, both from the central city and society as a whole.

This is an underlying current as we seek enhanced methods of accessibility, and a much larger question than the project can answer fully. It is, however, important to have this aspect in mind as recommendations, activities and hopes are offered to alleviate the lack of access identified. If groups of people do not feel welcome to partake in established society, they create their own. As one youth member from Gothenburg discussed, he feels no need for leaving his neighbourhood to go into the centre of town. It doesn't "belong" to him in the way that his vicinity where he grew up does. There is no need for shopping or coffees "down-town" for him or his friend, regardless of ethnicity, gender or income level. Shopping is done on-line, and coffee/teatime is enjoyed at home with neighbours and friends in the immediate area. Here you don't risk being looked down upon or made to feel like a lonely outsider.

When engaging with other young people and youth groups through the past three years, the yearning to belong to something tangible and steadfast also echoes in our findings. Whether working as a volunteer to singlehandedly starting a children's' after-school recreational facility, being a member of a local city district youth council and voicing young opinions towards local counsellors, or planning to repurpose derelict housing as market places for young entrepreneurs, youths in our two cities passionately and ardently pursue their dreams through various means and methods, regardless of backgrounds or surroundings. They show infectious enthusiasm for what they do and bring others into the fold to share their experiences and attempts to achieve positive change.

This is also an integral part of identity-building for a young person and can in some cases be a force so strong as to actually change prevailing mindsets, predominating dogmas, and pre-set ways of life. Doubtlessly, as long as we continue to involve the youth more on their terms, the project's prolonged effects will show this to be true.

## **2.4 Transport Access from a Youth Perspective (by the Youth Access Team)**

Consideration could be given to enhance public transports/all youths to travel for free or at a very low cost, all year round, 24 hours a day. Both cities can afford this, and they should, in order to promote free or less hindered movement to preferred schools, training and other leisure activities, and (most importantly to the paying entity of this reform) income-taxed employment. The obstacles for travelling away from one's own neighbourhood to find better schooling, a more enlightened social environment, or suitable employment include safety issues, un-reliable transport timetables, long travel times, and withdrawn public transport due to weather conditions. By alleviating another very tangible obstacle, the fare, more youths would be able to get to where they need to be – both for themselves and for the cities and regions as a whole.

**Comment** – *This item could be rephrased to read: Develop public transport to the extent that it better serves all citizens, especially the young, so that they can use the public transport to access the cities, regardless of socio-economic background or place of living*

## 2.5 Reflecting on community profiles

During a week of work with Dr (now Professor) Anne Legeby, Prof. Deon Pretorius, Mareka Mokwantlo ( a researcher for NMU), Franco Cilliers the focus was on:

- How to Assess Access in a Community
- ‘Universal Basics’ to which everyone should have access in a City. What are the ‘Universal Basics’ with reference to spatial, social, economic and notional and in a City and how to assess levels of access?
- How to use mapping of the whole city to identify nature and distribution of access based on ‘universal minimum’ indicators with reference to spatial, social, economic and notional?
- Guidelines for prioritization of actions to enhance access in alignment with local government policy and development framework
- Contextually defined access (Process)
- Actions to be taken by relevant stakeholders including the Local Government to assess access in a particular community (contextualization)
- How to demarcate a community for the assessment of access?
- How to profile a community with regards to access with reference to spatial, social, economic and notional dimensions of access?
- How to use Census data and GIS mapping to assess access with reference to spatial, social, economic and notional aspects?
- Why and how to use Community Level Dialogue to contextualize - How to identify / verify the ‘What’ with reference to spatial, social, economic and notional access?
- How to identify the Barriers/Constraints, Enablers, Opportunities, Assets?
- What are the actions that can be taken to modify/enhance/ improve access with regards to access with reference to spatial, social, economic and notional dimensions in the particular community?
- How to determine where (spatially) must what be modified/provided/ implemented? What is the process of determining location? (The process which very likely will include mapping; using the methods of Anne Legeby)

## 2.6 The Idea of Universal Basics

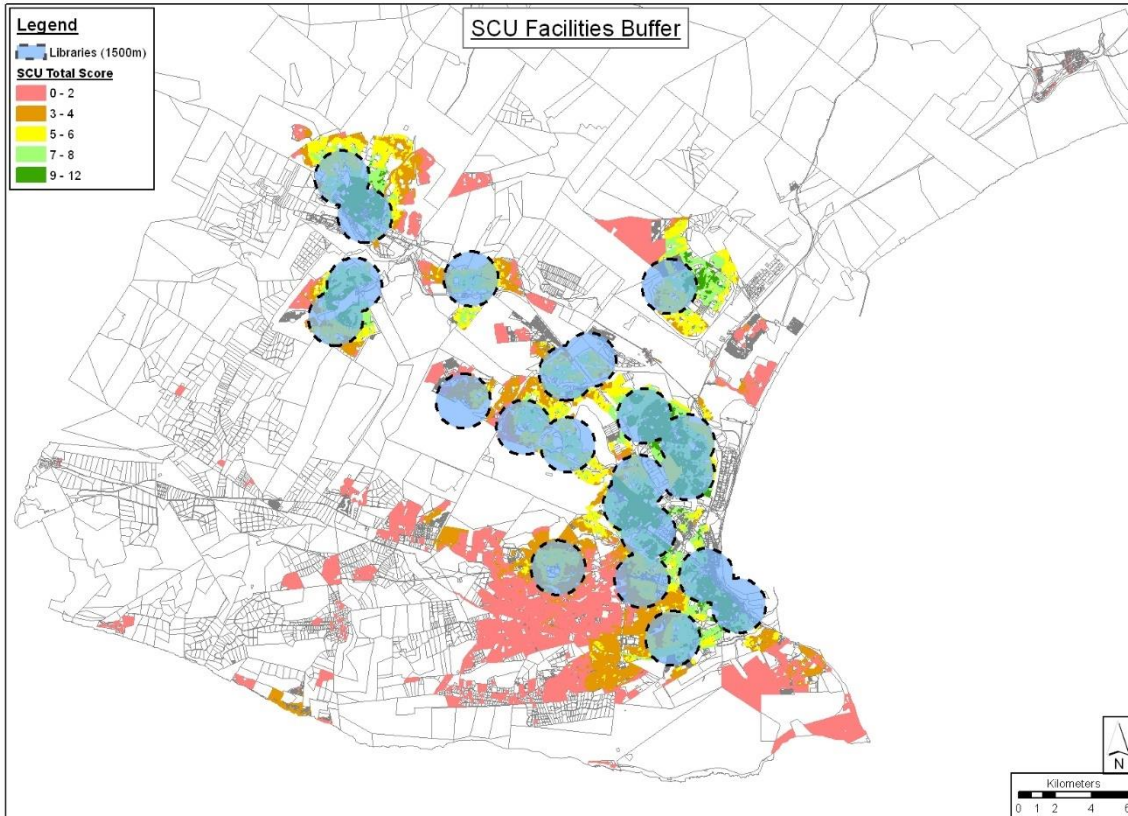
What do we mean with that ‘universal basics’? The idea behind the term universal basics was that there are certain things which, regardless of the society that you live in, are important for a decent quality of life. This is not a topic that we had time to explore to its full detail and consequence. So, the following table was drafted for illustrative purposes and to serve as a basis for discussion.

Please note these are provisional and generic and must be contextualised	
Minimum Access Items	Indicators, Buffers and Specification, Guidelines
Housing	Ideally not homogenous
Water	In house
Electricity	In house
Sanitation	In house
Refuse Removal	Weekly
Tared or Paved Roads	No dirt roads
Access to Affordable Transport	IPTS/Private/Minibus/Uber
Creches	Buffers / number of households / people

Primary Schools	500m (SCU), 5km (CSIR)Buffers / number of households / people
Secondary Schools (some Vocational Schools)	1500m (SCU), 5km (CSIR)Buffers / number of households / people
Library / ICT Access	1500m (SCU), 10km (CSIR) Buffers / number of households / people Can be mobile / attached to schools or community centres
Adult Training	In schools, community halls, churches etc.
Clinic /Mobile	1km SCU, 5km (CSIR),Buffers / number of households / people Ideally permanent but could initially be mobile
Policing	2km (SCU) & 8km (CSIR)Buffers / number of households / people
Fire Station	Buffers / number of households / people 8 minutes response
Spatial Provision for Business	Need to provide guidelines (may depend on type of area)
Open Spaces/ Formal Parks	1km (SCU & CSIR)Buffers / number of households / people
Sport and Recreation (if not in schools)	1750m (SCU), 10km (CSIR)Buffers / number of households / people

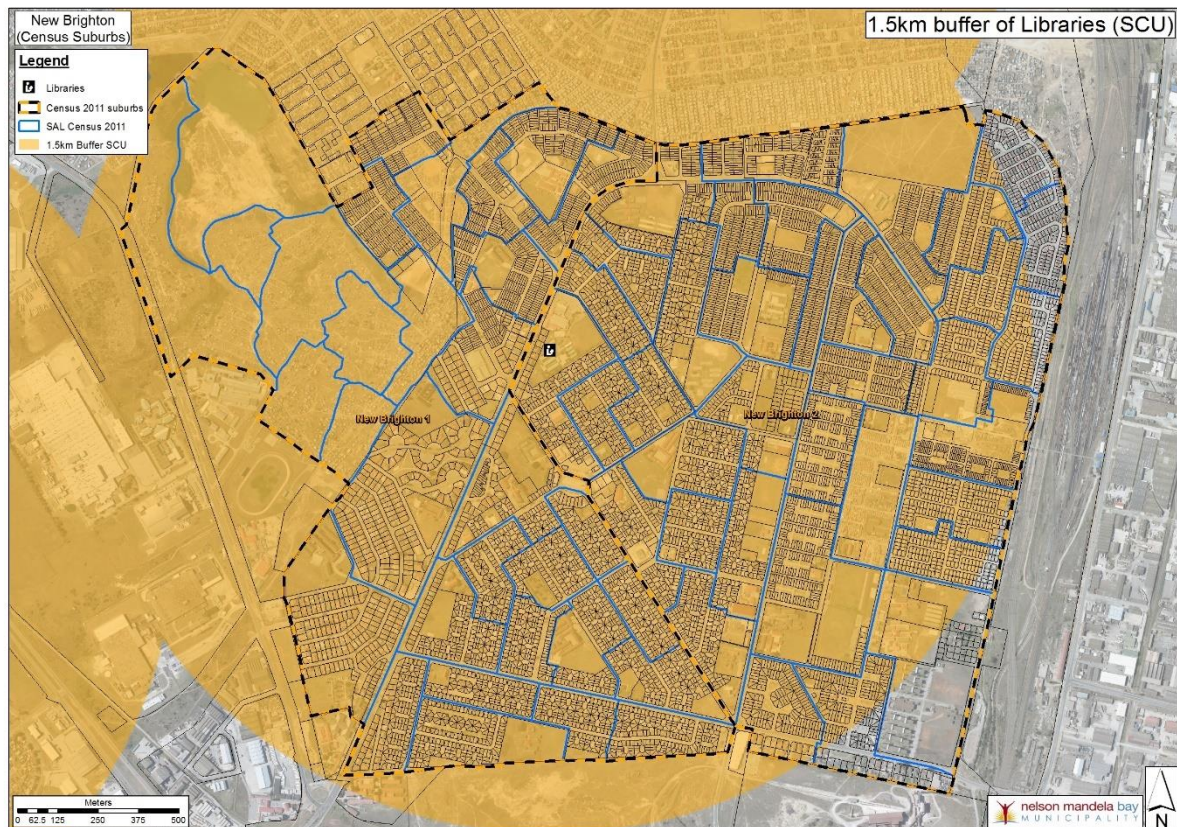
## 2.7 Map Creation for the Access Project (by Franco Cilliers)

The Sustainable Community Unit (SCU) maps were initially created in 2010 for a Swedish visit during that time. The map were done on a metro wide scale showing how much of the NMBM was provisioned by a specific facility based on the distance from the facility. The cadastral of the city was then given one point for each facility that is was within the recommended distance of. This then gave an indication of the level of access to the various facilities.



Map 1: Earlier map of SCU Facilities

With the start of the access project, the need to analyse the four study areas spatially was identified. These areas being Holland Park, Helenvale, Zanenvula and New Brighton. The SCU criteria was once again used. The method to create the maps was to generate buffers around the various facilities with the distance as specified in the SCU guidelines. This method had some concerns as per the specifications your libraries had to be spaced apart at three-kilometre intervals. This would result in the areas along cape road requiring six libraries. As the total distance of cape road is 18 km. Therefore, this method was seen as not being perfect.



Map 2: Example of SCU Buffer map, access to libraries.

After the creation of the SCU standards for the NMBM which happened in the late 2000's. The CSIR created guidelines for settlements in South Africa, which orders services by population, distance and clustering of complimentary services. The standard for Libraries of a Metro with more than 1 000 000 specifies the following:

#### Local Library:

- Average threshold population 20 000 – 70 000.
- Acceptable travel distance 8 km – 10 km.
- Provision criteria is compulsory.

#### Regional Library:

- Average threshold population 200 000.
- Acceptable travel distance 15km.
- Provision criteria is compulsory.

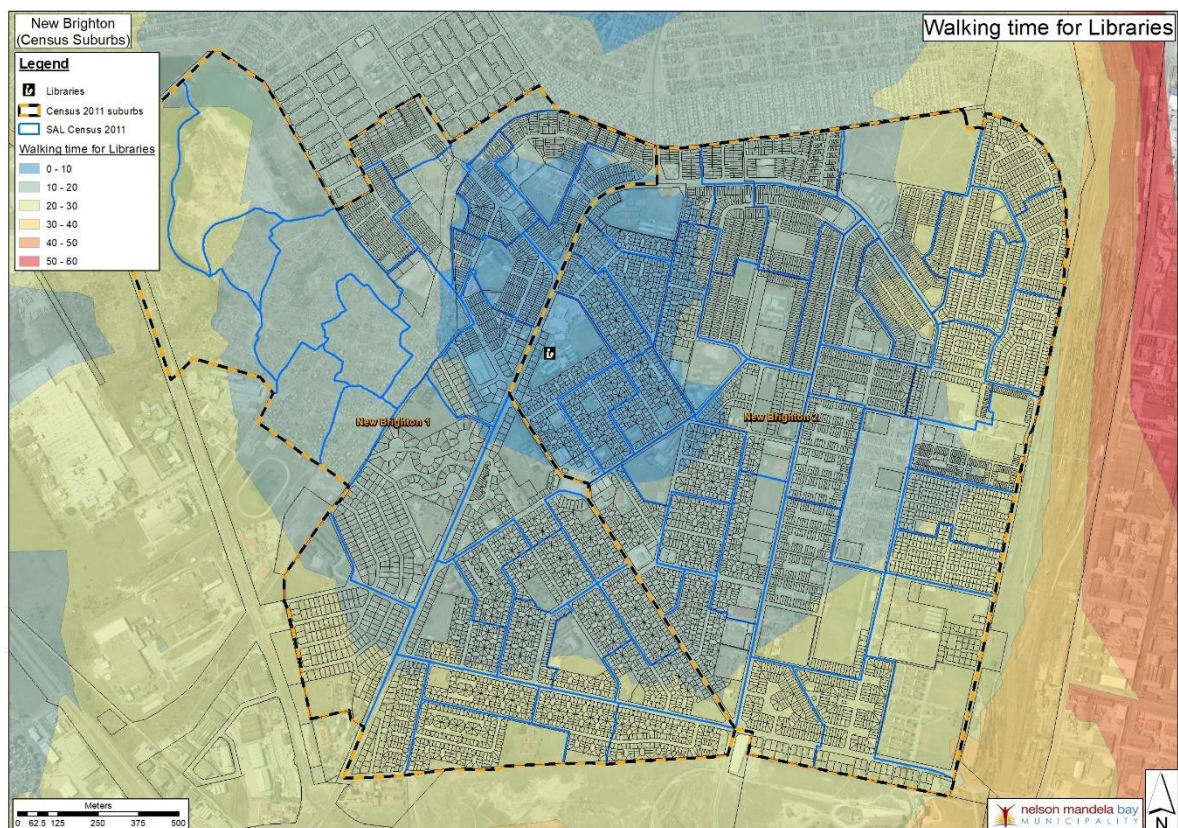
#### Regional Library (Reference):

- Average threshold population 450 000.
- Acceptable travel distance 50km.
- Provision criteria is compulsory.

As illustrated by the above the criteria is much more detailed. However, the problem was still that we were applying a linear buffer distance as indicated by the various guidelines for the various facilities.

The use of this criteria means that we would only require two libraries to cover the communities along cape road.

After the visit by Ann Legeby I decided to redo some of the facilities as walking time maps and also to use the road network as the route for walking. The facilities chosen are facilities that the average person would walk to, instead of the service coming to the person e.g. Fire station versus Library. The buffers for the various facilities was calculated in the following manner. We assumed a walking speed of 5km/h. Therefore, the average person is capable of walking at 12 minutes per kilometre. The buffers were then calculated in 10-minute intervals to maximum of 1 hour. The five facilities that were calculated are Community Halls, Libraries, Clinics, Primary Schools and Secondary Schools. This resulted in a much more accurate picture of the access to services.

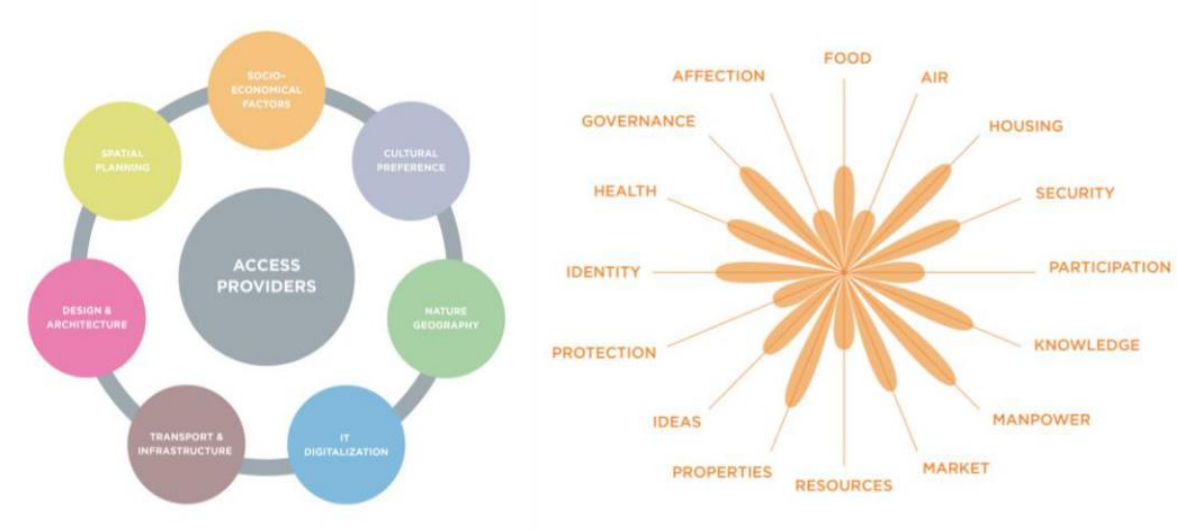


Map 3: Walking time for Libraries in New Brighton

I then also created maps showing the four area's through time with the use of period aerial photos, the photos started in 1997 and ended in 2018 as the latest. I also created a map showing the indigent (Assistance to the poor) project with each cadastral which is getting a subsidy being indicated on a map. There was also land use maps created which indicated the various land uses within each area as indicated by the valuation roll of the NMBM.

## 2.8 Graphics to depict the complexity gaining access

These graphics were designed by Malin to illustrate the complexity of access. These were often used in the course of the Project and should be considered for the purposes of the Booklet.



## 2.9 Perspectives on accessibility

One initiative within the overarching project Accessible Cities is to investigate what possible synergies could be developed when integrating different perspectives on accessibility and trying to nuance the understanding. This specific initiative has been carried out by the two researchers Ann Legeby (KTH) and Stina Hansson (GU) and combines two approaches. On the one hand, an approach developed at KTH with the aim to capture the impact of urban design and architecture on accessibility and relate it to segregation (Shared City, Legeby et al. 2015), and on the other hand, an approach developed at Gothenburg University specifically focusing upon how trust influences accessibility (Hammarkullesatsningen, Hansson 2018). The main aim was to test what such an integrated approach may contribute to the understanding of accessibility to important societal resources and how this relate to overarching goals about how to achieve more equal living conditions and decrease urban segregation. The idea with the initiative *Perspectives on Accessibility* is to explore possible synergies when combining different approaches and study to what extent these two approaches are possible to integrate. As a result of the limited size of the project and that it should be tested somehow in the collaboration group, the researchers arrived at conducting it more or less as an experimental workshop. Here different perspectives on accessibility were highlighted and the workshop gave the participants a chance to become familiar with this specific method.

The researchers identified and formulated four perspectives on accessibility with the intention to use them as lenses when analysing neighbourhoods and districts.

The four perspectives identified were:

1. Accessibility to resources and amenities in the city
2. Accessibility to opportunities and benefits: 'social system services'

3. Accessibility dependent on institutions, organisations and activities
4. Accessibility dependent on the collective and/or individual level

In a process of improving the living conditions in neighbourhoods as well as in the city in general, it is important to consider different perspectives on accessibility. The participants from Gothenburg and Port Elizabeth had a chance to test in Brunnsbo as one possible method for capturing a more nuanced understanding on accessibility to urban resources. The method has potential to gather and identify information that may be relevant for many different disciplines, both for planners and urban designers, as well as for people responsible for various activities as well as for property owners. However, it is important to emphasise that the method is not replacing other methods and investigations in different disciplines. Rather, we suggest that the method may be used as a complement where different views and perspectives may be integrated and thus supporting development processes. The method has also a potential to invite people to participate in planning processes and encourage engagement. Hence, accessibility analyses need to be prepared regarding facilities, conditions and human resources, e.g. investigations of the residents' needs, historical development, social profiling and spatial analysis of living conditions and urban analyses.

The studies that this exercise is based on show that there are significant economic benefits of combining perspectives and methods in the way we have proposed. It provides, if not a guarantee, at least an increasing likelihood that investments will benefit the local community because they respond to local community needs and to actual use. Such a combined approach reduces the risk of spending resources on developing facilities and services that are not used, or not accessible to specific target groups, and as a result are soon closed down or complemented by parallel structures that actually cater to the needs of the population. Moreover, the potential economic loss of missed opportunities when distrust in public decision making and administration increases should not be underestimated. Even though this workshop in Brunnsbo was a test and had limited time allocated, it is possible to see that the participants manage to identify many different qualities and disadvantages. Moreover, it was said that it was a good way of being introduced to a new area, which is valuable for people working with many different areas/neighbourhoods/cities. Some also found it to be an appreciated method for learning more about the area from those who had specific knowledge (either about the city as a whole or about the local circumstances) and was part of the group. Hence, the method efficiently facilitated the sharing and exchange of knowledge, perspectives and information. The approach including an analysis of accessibility from different perspectives is argued to result in a more nuanced understanding of accessibility and how it may vary across the city and vary as a result on local activities and the population. The walkshop in itself, including walk-through-analysis and reflective group discussions, is argued to be an efficient way of getting an overview, be aware of different perspectives, learning from other disciplines and in addition, a way of getting to know other people involved in a neighbourhood supporting planning processes and local development. The method allows for doing that in a structured and transparent way where all actors have the possibility to add to the discussions.

A full presentation of this study:

<https://www.mistraurbanfutures.org/sites/mistraurbanfutures.org/files/legeby-hansson-policy-2020-1.pdf>



## 2.10 Area/community-planning instead of house-driven planning (by Staffan Claesson)

Both Gothenburg and Nelson Mandela Bay Municipality suffer from housing shortages and there is a tendency to assume that housing should be prioritised over other necessary amenities and facilities. The consequence of this is that land is often not optimally utilised in relation to the needs of the residents in an area. Moreover, this trend puts strain on the overall availability and access to services and other necessary facilities.

Because the housing shortage is perceived as acute it leads to short-term thinking and planning so as to meet housing needs immediately with little regard to the provision to other amenities and sound planning principles. This results in housing provision being guaranteed in the short-term but, in the longer term, insufficient thought given to the bigger picture. The consequence is that there is little access to necessary social resources and socio-economic linkages. The end result is that the cities attempt to remedy the lack of amenities over time but this can never be properly achieved and quite often the housing is simply in the wrong location.

### What is strategic long term and sustainable?

#### Housing SCENARIO

- Focus on housing objective (housing shortage)
- Low production costs
- Quick plan processes



#### A SECURE TREND

Comprehensive need for housing densification in the priority areas of the development strategy until 2035

#### CITY QUALITY –SCENARIO

- Focus on business and community benefit
- Extensive investments
- Total Area Planning



#### An uncertain trend

Will and opportunity for powerful and coherent planning - based on increased city quality

### Area planning in the gap between the overview plan and the detailed plan

Analysis done in larger urban areas, structures, connections and existing neighbourhoods shows that often opportunities to create the required urban qualities are often lacking- once an area is badly designed and developed the opportunity to retro fit desirable connections and amenities is not possible in a sustainable manner. In the long run, it is better to begin development in the correct location with more mixed forms of housing. This permits a more equal and interconnected city where access to city qualities is increasing. It has been shown that better strategies at the area level are one of several means to achieve these goal of better-connected cities with all amenities and an ever increasing quality of life.

Extensive investments in both new housing construction, renovation of existing properties and various extensions or redevelopments of community service premises require well thought-out strategies. Greater clarity at the area level provides better conditions for acting strategically within a business framework. Ultimately, our work is about optimizing investments in buildings and places that really make a difference to current and future residents and which, together, create a better contribution towards the municipal's strategic objectives.

In the long term, in order to create a better mixed city and be proactive in terms of the needs of communities, we also need an area strategy with dedicated sites for a long-term development strategy of, above all, schools, preschools, culture and sport amenities. By adding new Space syntax GIS-methods there are good possibilities to create scenarios to identify the best locations for public investments in schools or service centres that support as many inhabitants as possible by pedestrian or road networks.

RUMSLIG INTEGRATION (Integration R15)  
Hög ■■■■■■■■■■ Låg



IDAG



BOSTADSSCENARIO 2035



STADSKVALITETSCENARIO 2035

## SCENARIOS FOR CONTINUOUS ANALYSIS

By seeing how different scenarios in urban construction can contribute to a more interconnected city, how some form of urban construction can affect demand for urban qualities in areas with low supply, more scenario studies of area planning can make a difference directly in ongoing plans (near future) and prepare for developments in the longer term, which for several reasons is not possible today. In addition, demonstrating how property values are affected by different urban building strategies also means better opportunities to create focus and prioritization of the role of housing construction to develop areas and create social benefits through new production. In order to contribute to a more equitable city and improve living conditions, it is of great importance that urban construction not only be able to produce more housing, but also help increase access to housing, workplaces, services, parks, public transport and not least a more walkable and interconnected city.

### 2.11 Working Reports for Years 1, 2 and 3

This section summarises reflections and insights from the different activities and discussions held during the year. The reflections concern access in all its dimensions, as well as development and changes in general.

## **2.12 Youth need to have access to better possibilities (by the Youth Access Team)**

The following sentiments were expressed by the Youth Access Team in reflecting on the benefits derived from working together.

We came closer to needs and rights for citizens, not only for youths. The project came closer to those who experience lack of access, and this challenged the project in important ways. Youth access described the context and the agents – how can we now find strategies and actions? The Access project is not only responsible to politicians but also to the youths in the project and other young citizens. Our values, assumptions and actions create their future! (Olivia Bina). A number of questions were raised regarding this. How do we use all the creativity and entrepreneurial thinking to do something good? Working skills are low. Youth employment is low. Are training programs available? How can we share more economic models and develop more Inclusive business models? What actors are there? How can the municipality contribute? Does one know that starting a business is an option for income?

With regard to access to the city and specifically economic opportunities offered in the city, the youth feel that their voice needs to be elevated to be an equal partner in the process.

The youth want real, meaningful participation in projects from the initial/conception stages, not just as a compliance requirement when decisions have already been made.

Misconceptions about the youth (selfish and uninterested) limit the outlook and the possibilities for the youth. We need to consider what can be done to make the youth voice heard by decision makers.

Employment centres, free wi-fi and entrepreneurship programmes can enhance opportunities for the Youth.

## **2.13 Housing-driven development**

The consequences of housing-driven development were discussed at length. Questions that were raised:

- Why it is what it is, what can be improved, what strategies can change?
- How do we avoid getting into new housing-driven development phases that create difficult consequences?
- What should we do instead?

The insight is about changing and improving (with limited funds) the situation for those who already live in a local community. In case of major changes, the conditions for as many as possible need to be improved.

## **2.14 The municipality is just one player**

The municipality is one player among many, in planning and development. There is a need for collaboration on different levels. If the local, regional and national leadership cannot work together, it is very hard to deliver basic requirements that are needed. One could argue that the municipality should not interfere with what non-government organizations are doing well, but when these activities are insufficient, the municipality could examine what their role is, in order to give incentives for these organizations to expand and support more people.

There are different methods for municipalities to use in collaboration. Gothenburg City has practiced IOP (Idéburet Offentligt Partnerskap), which helps the municipality to cooperate with organizations within the sector of social economy. These organizations often have good relationships with local communities and act as good intermediaries with good insight and knowledge of the local contexts.

Another collaboration effort that has been tried in Sweden is Social Impact Bonds, where private, social and public sectors share interests and risks to solve social challenges in new ways. This has not been tried in Gothenburg.

## **2.15 Danger of sharing a single story**

There is the danger of sharing a single story, which means that if we hear only a single narrative about another person or an area, we risk a critical confusion.

When complex human beings and situations are reduced to a single narrative, and people from certain communities are treated solely e.g. as drug dealers and poor, we limit solutions.

Reality is that each individual life contains a mixed collection of stories, so we are taking away their humanity when reducing people to one single story.

As this continues there is a risk that the single story becomes an identity marker.

## **2.16 The civil servants' function as enablers and access providers**

Civil servants and community leaders can be considered to be access enablers due to their understanding, knowledge and perspectives of the community. We need to recognize these people as they can give the rest of the community access to the system. Having access to the system can mean different things. Principally in this framework it is to be understood as understanding the system.

Critical indicators connected to the function of a civil servant could be:

- The extent of contacts (jobs, business advice, commercial spaces etc)
- The extent of understanding the systems (welfare system, tax system, licenses, authorities)  
Extent of knowledge of the local context
- The extent of access to financial support for businesses and start-ups (research and development, innovations, loans, grants)
- The extent of knowledge about importance and relevance of education. The notional perspective of a possible greater future

## **2.17 Collaboration with the Enemy**

*Collaborating with the Enemy - How to Work with People You Don't Agree with or Like or Trust* is the title of a book by Adam Kahane.

He says that:

- Collaboration is increasingly difficult and increasingly necessary.
- Often, to get something done that really matters to us, we need to work with people we don't agree with or like or trust.

Adam Kahane has faced this challenge many times, working on big issues like democracy and jobs and climate change and on everyday issues in organizations and families.

He has learned that our conventional understanding of collaboration that it requires a harmonious team that agrees on where it's going, how it's going to get there, and who needs to do what is wrong. Instead, we need a new approach to collaboration that embraces discord, experimentation, and genuine co-creation which is what Kahane provides.

## **2.18 Appreciating the differences between Sweden and South Africa (by Deon Pretorius)**

During discussions in all three years the topic of the differences and similarities were. There was perhaps a common desire to emphasise the commonalities but at the same time the differences was there for all to see.

It was suggested that South Africa is excessively politicized whereas Sweden is under-politicized. South Africa is stuck in the political mode, politics as an institution is elevated above almost all else, many people strive to become politicians, and the political discourse trumps almost all others. This is, at least partially, a result of the history of South Africa and the fact that the liberation process is still incomplete with the majority of people in South Africa still living in poor and deprived conditions. Based on the historical experience of the ANC, a political movement being the effective political liberating agency seemingly has led to the assumption that the same ANC can be the sole agent of socio-economic liberation and that the political means and strategies of the past are still relevant in order to address contemporary challenges. So, the idea of a developmental state is easily accepted in South Africa despite the fact that successful developmental states (Japan, South Korea, Singapore, Taiwan, etc. ) were mostly characterised by a highly competent government. Sadly, South Africa does not rate highly in terms of government competence and capacity.

Sweden, on the other hand, experienced a period of remarkable political consensus from 1950 to 1980s – the period in which the Social Democratic ruled without interruption. However, this consensus has started eroding and gradually Sweden started moving towards a more contested pluralist political landscape. This is a “new experience” but it also means that where more politics is not necessarily a bad thing in Sweden, there is arguably no need for more politics in South Africa. Instead, South Africa need more developmental thinking and practice and less political contestation.

South Africa remains in a socio-economic developmental *impasse* and that includes the challenge of limited access to the means for many people to achieve a better quality of life. The general quality of life of the majority of people in South Africa is significantly lower than the general quality of life in Sweden. Moreover, the quality of life of people who live in the townships of South Africa are not realistically comparable to people who live in the communities on the urban periphery of Gothenburg.

For both South Africa and Sweden the Swedish/Nordic Model could serve as a benchmark and goal to concretize what is meant with Inclusive Wellbeing. Swedish society should guard against the deterioration of their excellent and inclusive quality of life. The access project is in essence one of the ways of addressing this threat. South Africa, on the other hand, should learn about the Swedish/Nordic Model to understand what a mixture of socialism and capitalism can be.

Perhaps, Swedish Team members were too modest to refer to the Swedish/Nordic Model as a role model or a case to learn from and perhaps the South Africans are over-confident following the successful political liberation process. Both need to learn from the successes and failure of the past.

**Comment by Staffan Claesson:** *One other thing of importance. We try to change and /or repair the communities by improving access – in a multitude of dimensions. The focus is on the already build up*

*areas with the aim of making an already-completed investment work better (like run down community centres) and to densify with new mixed housing areas as a strategy – not to open up more greenfield areas in the outskirts – that consumes lots of new infrastructure and that have restricted access to basic needs. So, in terms of function of the cities, the modernistic approach of building the cities based on the car has perhaps come to an end?*

## **2.19 The Nordic Model – the heyday and recent trends (by Deon Pretorius)**

Arguably, more attention could have been given to what has worked in Sweden and the Nordic countries. Looking at this from the perspective of “Development Studies” one could argue that the so-called Nordic Model is up to now the best model for any society that values the notion of inclusive wellbeing. Yes, there may be municipalities and cities in Western Europe and elsewhere that succeed in delivering basic access to their inhabitants and more. However, that does not remove the opportunity of reflecting and learning from the Nordic Model and what it says in its optimal form about the access.

There is no simple answer to the question ‘What is the Nordic model?’ and, in fact, there are many differences, as well as Swedish, Danish, Icelandic, Finnish or Norwegian models. That said, since about 1970, the term ‘the Nordic Model’ has been used to denote some key characteristics that the five Nordic countries have in common.

Arguably, among the most important are the following:

- Free-market (capitalist) economies combined with relatively high levels of taxation and universal welfare benefits, including healthcare, that is often associated with socialism
- The political culture is one of multi-party parliamentary democracy dominated by strong social democratic parties and a high level of consensus contrasted with more adversarial multi-party democracies
- Similarly, policymaking is more consensual with a greater level of negotiation and collective bargaining between employers and workers via trade unions in the labour market.

During the social democratic heyday of the mid-20th century, the Nordic countries were almost exclusively seen as ‘neutral’ or ‘non-aligned’. During the Cold War, they had a unique status between the Eastern and Western blocs.

These states were also amongst the earliest to introduce measures of open government and are often seen as examples of transparency and lack of corruption with high levels of public trust.

Although many of these aspects still hold true, they refer back to the social democratic heyday in the mid-20th century in the Nordic region.

### **Has the Nordic Model been eroded since 1990?**

It is generally accepted that since the early 1990s the Nordic Model in its traditional sense has been losing momentum, or at the least has been significantly challenged.

Various internal and external factors have been highlighted as the cause for this.

Some say that neo-liberalism heralded the individual and market as more important than the old meaning of collectively and ‘the people’s home’, and the socialist elements inherent in these old ideas of the Nordic Model are increasingly being abandoned.

Some commentators say that democracy has become more based on the rights of the individual with the influence of, amongst other things, human rights.

It is also said that there has been a movement away from collective participation and negotiation which was more prevalent during the mid-20th century.

There has also been the shift from neutrality to a greater sense of Nordic cooperation around defence.

Then there are those who suggest that globalisation and the need to keep up with financial markets has played a role and that one can see this in economic terms as well as its impact on society as a whole such as the recent rise of populism.

A more multi-ethnic population is also frequently quoted as a challenge to the Nordic Model. While this can be challenging as it leads to assumptions that racial and ethnic homogeneity was a factor in the 'success' of the Nordic Model, the increase in multiculturalism must not be overlooked.

The Access for a Just City is one of the ways in which the City of Gothenburg is grappling with this challenge.

**Comment by Asa Lorentzi:** *I think it is important to notice the difference between consensus in politics and a legally constituted state, a community based on the rule of law. I wouldn't say we have had consensus in politics in Sweden, not even during the three decades of social democratic majority-government, until mid-70's. Even during this period different political parties had different points of views and opinions and open conflicts between different political groups in society. Looking in the mirror now the three decades of stable social democratic government is quite a short period in the democratic history of 100 years. What instead could be referred to when talking about the Nordic model is instead the role of Swedish authorities. They have a long tradition, longer than the democratic society in Sweden, of being independent from politics, leaning on professional trustworthy officials. You can see this in Sweden for example during COVID-19, where "The Authority of Public Health" have daily press-meetings reporting about covid-19 and where the government to a larger extent than in most other countries rely on and lean on "the state epidemiologists" and other experts from relevant authorities. This more than 200 years old tradition in Sweden of reliable and independent authorities that do their work, not depending on which political party is in charge of the government, is maybe a better way to understand the relatively stability in Sweden.*

**Taking the point by Asa into account, here is, arguably, the two most valuable insights derived from the Nordic Model.**

The first is the differentiation of roles and responsibilities between politicians, officials and citizens. This is certainly a major issue in South Africa where there is a tendency to over-politicize issues. The effect of this is that the relative autonomy of officials and other spheres of society, like civil society, is not optimised as the case may be in the Nordic / Swedish contexts.

The second valuable insight is not a matter of content but the process of **autonomous contextualising**. The Nordic countries clearly did not ignore other models, but they did not feel pressured to adopt any of those other models as is; instead they used their autonomy to **selection – pick and choose** - from other models to make their own in a way that makes sense in their own context.

Thus, regardless of if one agrees with the particular shape and content of the Nordic Model, what should be noted (and learnt from) is the process whereby this Model emerged over time. It is a process that respects the local context and it is a process that reflects the determination and the patience to

work with local realities to ensure that the institutions and systems that emergence makes sense in local conditions.

This same logic was followed within the Nordic countries; they are all different versions of a broadly similar Nordic Model. It goes even further than that; within a particular Nordic country the freedom or autonomy to contextualize is decentralised to the lowest level of society.

**A good example is the famous Finnish education system.**

**Notes About the Finish Education System:** Although standards are set at a national level the system is decentralised to the extent that each teacher is responsible what happens in his or her class. That includes, what is taught and how and whether there will be tests or exams. There is only one standardized exam called the National Matriculation Exam, which is a voluntary test for students at the end of an upper-secondary school. Arguably, the key to the success of the Finnish system is that the bar is set so high for teachers. All teachers are required to have a master's degree before entering the profession. Teaching programs are the most rigorous and selective professional schools in the entire country. If a teacher isn't performing well, it's the individual principal's responsibility to do something about it and the pupil-teacher relationship is not based on bureaucratic checks and standardized testing measures. Instead it is dealt with on an individual basis. Students in Finland often have the same teacher for up to six years of their education. During this time, the teacher can take on the role of a mentor or even a family member. During those years, mutual trust and bonding are built so that both parties know and respect each other. Different needs and learning styles vary on an individual basis. Finnish teachers can account for this because they've figured out the student's own idiosyncratic needs. They can accurately chart and care for their progress and help them reach their goals. There is no passing along to the next teacher because there isn't one.

South Africans would say: "...they are just on another level of development". Yes, that is true but that is why they can be used as a benchmark and a case to learn from; not necessary in content but at least in terms of working towards decentralized autonomy and decentralized contextualisation.



## 3 Observations and Insights from Case Studies

### Introduction

During the three years of the project, different areas in Gothenburg and Nelson Mandela Bay have been visited and studied. The purpose of these visits has been to better understand the concept of accessibility in different local contexts. The visits have been different in character but have included meetings with local representatives and tours in the areas.

The focus in the project has been suburban areas and how the relationship within and between these areas and other parts of the cities can be improved in order to create more accessible and just cities. In both cities there is a focus on further development of suburban nodes as well as the improvement of the linkages and the relationship between nodal areas in the cities. Therefore, the areas visited have been primarily suburban areas.

More attention could have been given to the differences and similarities between areas in Gothenburg and NMBM. **Comment by Staffan Claesson:** *Both Gothenburg and NMBM are scattered cities with many housing enclaves between highways and other physical barriers. Basically, it was difficult to plan to change the accessibility of the city centre based on current conditions. Both cities therefore have designated local centres of gravity, nodes or catalytic zones that will serve as locations for larger catchment areas for several local areas. The range of service and workplaces in outer areas is weak. Important differences are the availability of a comprehensive public transport system in Gothenburg, as well as conditions relating to safety and security in taking advantage of the offerings and opportunities that relate to possible accessibility in what is needed in everyday life.*

Below are some short reflections from the different areas concerning access.

### 3.1 Areas visited Nelson Mandela Bay

#### 3.1.1 Zanemvula

##### **Brief description**

It is located approximately 25 km north-west of the city centre. The area was established 15 years ago to accommodate the families living in the Chatty and Soweto-on-Sea flood plains.

##### **Observations**

The sustainable community unit concept was used in the planning of the area, but implementation is failing the project. The areas consist mainly of RDP Housing and shacks. All the houses look similar except for the colour of the paint. No street furniture and trees has been provided.

Zanemvula does not have its own Police Station - nearest Police Station is approximately 20km away. There are two policemen stationed at the Booyens Park Community Centre 3km away, but they only do document certifications.

The nearest clinic is 5km away, but a mobile clinic comes once a week on Mondays but only assists children with immunisations. There are no street names, so it is extremely difficult for emergency services such as ambulances, fire brigades, post services, etc. to operate in the area.

There are no work opportunities in Zanemvula so people must commute long distances to get to Uitenhage, Coega Development Corporation, Deal Party where most of the work opportunities are.

“Save More” grocery shop is the only facility where SASSA grants can be collected, which is situated in Bloemendal – 3km away. The only shops in Zanemvula are Spaza shops – which are initiatives taken by entrepreneurs. These shops are run either from their homes or from an informal structure on the main roads. The cell phone reception in the area is not good and there is no WIFI or internet available.

Five crèches exist within Zanemvula. There is one primary school, Alphonso Primary, located within the precinct which operates in English, Afrikaans and mother-tongue Xhosa; however, Alphonso Primary is over capacitated by about 700 learners.

In Zanemvula there is one developed park / open space with outside gym equipment. There was an initiative to provide a community hall, but the building was built half-way and then stopped. Only the foundations are still standing.

As Zanemvula is so isolated, it is not attractive for businesses and the population to support businesses are very poor thus not much buying power.

Learnings and insights

The area is extremely poor in terms of accessibility. When implementing a project, it should be co-ordinated at a Provincial level so that all Government Department’s budgets prioritise the same areas for development.

### **3.1.2 New Brighton**

#### ***Brief description***

New Brighton was established in 1902 and was the first official black residential area in Port Elizabeth. Prior to the establishment of New Brighton as the first black township, there was a demolishing of the then Black residential areas in the city in 1902 where the personal belongings of the Black residents were arbitrarily destroyed, and restrictions imposed upon their travel outside the demarcated area. The racially segregated township of New Brighton was established in 1902 on the outskirts of Port Elizabeth. It is 8 km north of the city centre, to house families who had been forcefully removed in the previous years. New Brighton birthed a lot of artists in Port Elizabeth and has a vibrant cultural identity. Many of Athol Fugard's plays are set in New Brighton.

As part of the governing modus-operandi of the Colonial Government of the 19th century, that would eventually lead to the Land Act of 1913 a decade later, where policy was formulated on the basis of ethnicity, townships, including that of New Brighton, were established for the exclusive use of Black residents who were not housed by employers, and who could not afford to purchase property in the suburbs.

The Red Location is the oldest surviving “location,” or area designated exclusively for African living, in Port Elizabeth and is located in New Brighton. The Red Location is rich in history and of great importance as a “site-of-struggle”. This is where the first act of black community resistance against apartheid happened with Raymond Mhlaba walking through the “Whites Only” entrance to this station in 1952, in the process of which he became the first person to be arrested in the 1952 Defiance Campaign. The New Brighton Station is about 150m from the Museum.

A Cultural Precinct is being developed in Red Location, which comprise of the following public buildings:

- The Red Location Museum (complete – opened in 2006)

- The Red Location Art Gallery (complete – contractor handed over building in April 2011 to Municipality)
- The Red Location Digital Library and Library Archive (complete – contractor handed over building in April 2011 to Municipality)
- The Red Location Performing Arts Complex (Business plan completed, and funding being sourced) and
- The Red Location School of Performing Arts (business plan phase).

The support facilities and other components of the Precinct will comprise:

- A restored Red Location Historic Home (complete – standing in front of the Art Gallery)
- 210 Duplex Housing Units to house local informal settlement dwellers (the contractor is on site installing the services)
- The Old Bottle Store has been redeveloped into a Backpackers (done – operational since September 2011)
- A small commercial complex on Singaphi Street (request for proposals has been drafted)
- Public Art and Outside entertainment areas (still to come)
- A multi-storey apartment building (still to come)
- A restored New Brighton Station (still to come)

Olof Palme Avenue, the “spine” of the Precinct, was built in the 1990’s, and it was co-sponsored by the Swedish International Development Co-operation Agency (SIDA). It was opened by Olaf Palme’s widow, in the company of the then Prime Minister of Sweden. Olaf Palme Avenue runs from the New Brighton Station past the Red Location Museum.

There is also innovative housing adjacent to the Museum. The housing was commissioned by PELIP, a not-for-profit housing development company located in Port Elizabeth. The Port Elizabeth Transitional Local Council and SIDA, in terms of a bilateral agreement between the governments of South Africa and Sweden, developed a programme to support low-income housing in the city of Port Elizabeth. The housing adjacent to the Museum was funded by the Swedish Government.

The MBDA has upgraded 400m of Singaphi Street to include the stories of the community. An extensive public participation process was followed. Singaphi Street runs past the Cultural Precinct.

### ***Observations***

The precinct has so much potential to uplift the area and attract tourist, but the housing issue between the community and the authorities has basically shut down the precinct. The buildings are run-down and huge maintenance will be required to restore the precinct.

### **Learnings from New Brighton and Zanemvula Workshops**

The aim of these workshop were to test ideas and learning together by focussing on complex issues like improving access for the creation of just cities and testing methods for workshop so that many voices and perspectives can be heard and to make collective engagement and action possible.

In the case of New Brighton, the Workshop was held in the Nangoza Jebe Hall. 10 local citizens including Ward Councillor took part in the workshop - 26 persons including project team members. Therefore, one challenge was to make space for, and voices heard from the locals.

In the Zanemvula case the workshop was held in the Booysen’s Park Community Hall. Basically, the same design as for the New Brighton workshop but with adjustments based on reflections from the

group afterwards. We ended up with some differences and also a better conducted workshop. 15 local citizens from the community showed up to the workshop including the ward councillor.

Invitations were prepared to make sure that men and woman, young and elderly, business and NGO, sport and faith-based would attend.

Franco Cilliers invited everyone to a “guided tour” on the floor-maps to prepare the community-members for the workshop in third part of the meeting.

Community-members seemed to listen intense to information given, often nodding of recognition.

In this *test-workshop* with limited time the focus was on two questions: Identifying items for improved access to good quality of life and a special focus on identifying economic and employment creating opportunities. The second focus was added after the previous workshop in New Brighton as almost no one pointed out jobs and business as important amenities.

Interestingly, there was a difference between the two groups. In Zanemvula lots of job-creating and business-support was suggested and chosen already in first round. In second round even more was added such as create co-operatives, skills and development-training, computer-labs, community-development centre, business-centre, farming-areas, arts and culture skills development that can lead to employment etc.

The Zanemvula-people finally were asked to locate some of the amenities on the map on the floor, which they did with great engagement and agreed quite easy on where.

Lessons learnt:

- Sharing basic demographic and socio-economic with community members is an eye-opener.
- There is a great need for engagements like this; with numbers not too high so that all parties can get opportunities to speak
- Seeing a map of their own area is an excellent way of getting community people to engage with one another about what is required where

### **3.1.3 Helenvale**

#### ***Brief description***

Helenvale was built 50 years ago. It is located approximately 10km from the CBD along Stanford Road—a major transportation spine in the Metro. It’s an area known for gangsterism and fighting, hence the name Katanga, derived from DRC, where there was a climate of extreme fighting.

In September 2006, the then President, Thabo Mbeki visited the Helenvale area and after observing the suffering and the poor living conditions of the Helenvale community, requested that the Nelson Mandela Bay Municipality (NMBM) designates Helenvale as a node for Urban Renewal. The Helenvale Urban Renewal Programme (HURP) forms part of a nationwide initiative to renew specific urban areas. The HURP comprises of numerous projects that was implemented over a 5-year period. Projects cover all spheres of community needs related to the Environment; Local Economic Development; Social and Infrastructure. Project identification and priorities have been determined by a consultative process involving all stakeholders of Helenvale community.

Helenvale also has a resilient side to it. The Hip Hop Dance groups come from this area.

#### ***Observations***

The Helenvale Resource Centre is an important meeting place in Helenvale and is well utilised.

A feature / characteristic of Helenvale is the significant number of people including children and youth who are in the streets any time of the day.

According to Town Planning ratios in terms of providing services and infrastructure it has been confirmed in the Local Spatial Development Framework that there is sufficient public open space, schools, police station, clinic, etc in the area. Helenvale thus have access to many facilities. But driving through Helenvale a person does not get the same impression.

The public open space is fenced and locked at night.

## **3.2 Areas visited in Gothenburg**

In Gothenburg Hammarkullen, Backa/Brunnsbo, Biskopsgården, Tynnered, Hovås, Bergsjön, Kortedala, Gamlestan and Amhult has been visited. It's areas situated in different parts of Gothenburg and with different development history. Also, there are differences when it comes to socio-economic situation.

### **3.2.1 Hammarkullen & Mixgården**

Hammarkullen was mainly built in 1968-70 as part of the Million Program. Some house lengths were demolished or reduced in the late 1990s and replaced by more small-scale buildings to create a more open environment, 2236 apartments are now left, all of which are rental properties. There are 569 small houses to 94% built in the 1960s and 70s.

Mixgården is the Youth Centre in **Hammarkullen**.

The case study of Hammarkullen focused on the youth and more specific on the notional perspective. Workshops were held to try and test matrix of important aspects of access with notation perspective. (refer to the visit report for the youth)

- Perceptions of isolation and exclusion and not being welcome
- Access to basic services, youth empowerment and relative Deprivation
- Opportunity for community economic development and need for enabling support
- There are limits to what the City can do
- Leadership as an asset and leadership development

### **3.2.2 Youth Council**

Impressive presentations were made by Youth Council Representatives. Important lessons can be learnt on:

- How to give the youth a voice
- Equitable enablement of the youth
- Leadership and youth leadership development

### 3.2.3 Backa-Brunnsbo

Several studies were presented at the Community Centre in Brunnsbo. There was much to listen and learn about the present situation and the perspectives of change for the future and more specific about the need to address the need of better access.

#### Themes that were raised in presentations and discussions:

##### Process Vs Project / Product

- Development is a process in TIME; it takes time and requires patience.
- At a very local level it is a process more important than product. This is accompanied by self-determination by community. The City is only a facilitator.
- Process is about dialogue / communication, relationship with the community.
- It is more important to enabling than to intervene.

##### Co-Create as a Method

- Co-creation brings about necessary flexibility.
- The Community Centre is a product of co-creation and thus people have access.
- Community acquired maturity for new role.
- The question arose: How can we co-create on the tactical level? With inhabitants?

##### What in the Stories Contributes to Increased Access (In All Dimensions) for Citizens and Local Community?

- The feeling of that it's yours – the social dimension.
- Open-minded, adaptable process, accessible for many people in the area.
- Sharing knowledge, put it all together, take time to enable meeting between stakeholders.

##### What do the stories tell you about trust and relationships?

- We must be open to trust anyone.
- You can't be sure of the result, the product in the end, but it is a process to learn from, that you really identify needs and interests that local people have.
- It is also about that it takes time to get to know people.
- Trust must be two ways; mutual.
- Trust in the people is key.
- Time issue

##### What do you hear about how community assets and resources can be visible and used?

- Assets and resources – within the existing stock – no big effort and need for change for the elderly **feeling safer**.
- Brunnsbo is an established community; people know one another, a big social resource. Resources and relations are already there. Improving what's already exist.
- Communication and dialogue are important.
- To re-construct the park with different components for different ages etc.
- Ownership is very important. Build relationships. To take care of the community and take care of each other.

- It's the people! The most important are the human being and our ability to learn, which means we can absorb new information, adapt, invest, change and compromise. Even when we face problems, we are prepared to solve them, that is human.
- Within our own comfort zone, it's easier to make a change.
- Need for meeting places.
- One part is about building relations, to make it continue. That opens for starting new relations too. That makes possible to be adaptive for new needs and interests.
- Park: to be a bridge between keypersons and the project (in a central municipal authority that have responsibility for parks and green areas in the city).
- The importance of finding key persons in every partner. Everyone was a key-person – a strength that we used/collaborated with these persons.
- Even though it took time people was adapted to the process and the process was open for, and could adapt to the gardening-group etc.

What challenges and obstacles can you hear in the stories?

- It was a challenge to ask people what they want.
- The budget was more than a matter of implementation.
- Involving people – little time to implement / need more time.
- Historical issues must be considered
- A holistic approach is required.
- Access – it's a feeling about it is yours – socially accessible.
- Open minded and adaptable process.

Summary and joint reflections

- Work with fixed targets vs. work based on vision and objectives
- Process leader instead of project leader.
- A shift in leadership that politicians need to be open for, give possibilities for working with trust, co-creation, explorative and innovative.
- A question of leadership even in the management among officials in municipalities.
- Consultations with the community – politicians and administration. Transparency.
- Do we need to measure everything we do?

Community Assets

- Selma center provides setting for everyday dialogue.
- Selma Community information center – employment, business / enterprise support.

Access to:

- Food
- Exercise
- Friendship
- Meaningfulness
- Beauty
- Security
- School "restaurant" as a community asset.
- Having to tear down and re-build or modify, improve, re-purposing.
- Not always good to approach development as a project but should be looked as a process.

## Mobility

- “Slow city” walkable
- City – transit
- People’s needs for **accessibility** differs
- **Access** on local level (slow city) vs. **access** on city wide level (fast city)
- Nodes as hubs for **access** to occasions

## Economical Accessibility

- Can local entrepreneurs / shop owners afford it?
- While the new developments in Selma Stad is impressive the question arise if young people will be able to afford the new property and lifestyle.
- There is a monopoly of 4 grocery shops.
- “Prepared” in case of money/development may take place.
- Brunnsbo brought together different disciplines.
- The picture of density and relation to service – we need to also have a socio-economic/class understanding.

## Role of Government

- Importance of leadership that make it possible to work co-create and without known goal/result in advance.
- Council structures & budgets are generally inflexible in NMBM & don’t allow for experimentation or co-creation.
- Query performance management systems.
- Do we have the skills for a different role of officials in local areas?
- The role of being an enabler, networking, having arenas for co-creation.

### 3.2.4 City District Amhult

Amhult is an area in the district of Torslanda, on Hisingen in the municipality of Gothenburg. The area previously consisted of an airport and some scattered farmhouses that have recently been transformed into a brand-new neighborhood in just a few years. Amhult is now one of the most expansive areas in Gothenburg.

#### **Thematic Insights for engagements in Amhult:**

Solutions come with participation of youth

- Listen to the youth – let them come with solutions
- Enabling integration through interest not where you live

Awareness of different economic conditions

- The youth were very aware of their relatively privileged position and how different living conditions are in different parts of the city.
- Goose that lays the golden eggs can become unpopular. Volvo is a problem for locals because of the traffic that it creates, etc. But what if Volvo is gone? There is nevertheless a need to diversify economy – over-dependent on auto sector.

Contrasts in lifestyles reflected in experiences and aspirations of the youth



- The contrast between the lives and aspirations of youth from this community compared to, for instance, Hammarkullen is thought-provoking and tells the story of the diversity of Gothenburg.

Distance, traffic and mobility is an issue

- Mobility is an issue due to distance, traffic. Most scooters in Gothenburg
- Access to the library to create a culture of reading
- Sustained accessibility requires maintenance
- Vastra Hisingen has a growing number of foreign nationals – protest against houses that were to be built for them
- The development of the area was based on what was/is and not guided by questions about access, roads etc.
- Impressed with conversion of an old airport

Happy youth living the dream but aware of privileges

- Happy children. Living their dreams and that they seem to be aware of being very privileged. Awareness of Gothenburg's image, identity, national aspects.

### 3.2.5 Nya Hovås

Nya Hovås is a new urban district in southern Gothenburg. It is a small urban district with 1 200 new homes. They are building a new community for people already living in the area.

Themes and Issues:

- The involvement of and building of a local community was important for the development of this area. The business mix was important, and it was believed that public participation should involve all people from the beginning because it gives them ownership in the development.
- It was realized that there was a need for a meeting center. The culture house served this purpose. It is also a community center.
- There is a Business Incubator to encourage and support local economic development and an interesting role played by festivals to raise funds and to promote social capital / cohesion.
- It seems that the public responded well to this kind of urban development project and it may be that this is especially so because, in Gothenburg, the road from concept to finished project is long.
- This town is an example of a private-sector-led local development process and approach

## 3.3 Other initiatives

### 3.3.1 Ubuntu centre

#### *Brief description*

The project was commissioned by the Ubuntu Education Fund to provide a centre of operations for its health and educational outreach programmes serving the township of Zwide, a community with up to 80% unemployment and a 30% HIV rate.

The Centre start with infants, monitoring their health for their first 1,000 days with regular screenings and immunizations. The new moms are provided with postnatal support, including breastfeeding classes and new-born packs.

Toddlers are enrolled in the Early Childhood Development program, which ensures children aged 2-5 years achieve developmental milestones.

In January 2019, the Centre enrolled their inaugural class of 125 students in Grade R to Grade 3. They have also begun construction of a new primary school complex on the land adjacent to the Centre. This facility will help accommodate new grade levels and increase school enrolment, paving the path toward a sustainable, Grade R-Grade12 academic institution.

Our approach to addressing the HIV epidemic begins with birth. Through our Elimination of Mother-to-Child Transmission (EMTCT) program, we ensure that pregnant women living with HIV give birth to healthy, HIV-negative babies. Our medical team monitors pregnancies closely, promoting safe childbirth practices and infant feeding to halt the spread of HIV. All patients living with HIV receive antiretroviral medication, routine testing to maintain healthy viral loads, and adherence support. We also provide sexual and reproductive health services to girls and women and organize outreach initiatives to eradicate the stigma surrounding HIV in our community.

The Centre provides primary and preventative health care to the community through their own clinic and medical team.

The Ubuntu Centre provides primary and high school students with a safe space to develop positive behaviours and achieve academic excellence. They offer a host of extra-curricular activities like public speaking, performing arts, and sports.

The Centre also empower unemployed youth aged 18-34 with the skills and opportunities needed to enter and advance in the workforce. Students receive career guidance, vocational training, and professional skills development over a six-week period. Upon completing the program, they place graduates in rewarding employment through our recruiting partners across foodservice, hospitality, retail, and other industries.

### ***Observations***

The building is very impressive and stands out as an icon in the township. The Centre provides cradle to career programs. They are well funded globally, and the Centre is well maintained.

### **3.3.2 Propella**

#### ***Brief description***

Propella was launched in 2015 through a partnership by business support company Engeli Enterprise Development and Nelson Mandela University owned commercial company Innovolve in an effort to develop tech start-ups in Nelson Mandela Bay.

Propella provides support for start-ups working in ICT, renewable energy, smart city solutions, energy efficiency and advanced manufacturing sectors. The incubator also works with three other incubators in the city that specialise in ICT and creative arts.

Applications to the incubator are considered on a case-by-case basis. After applying, a panel decides on and approves potential incubatees. Once accepted into the programme, the incubatees are expected to exit after 12 months while start-ups in the manufacturing sector are expected to leave after three years. Companies accepted into Propella's incubation programme have to undergo an assessment to find out what their needs are before they can sign a development contract.

In addition, the contract that start-ups sign stipulates development milestones, commitments and anticipated graduation dates. The incubator provides start-ups with access to markets, technical support, finance, business support and mentorship. Incubatees also get office space and internet access.

### ***Observations***

Propella gives people opportunities to develop their ideas. It is not easy to find Propella – they are hidden away at the end of a winding street.

### **3.3.3 Red Location museum**

#### ***Brief description***

The Apartheid Museum is located in the Red Location Cultural Precinct.

This is the most evocative of locations and symbology for a museum of apartheid and its struggles. It is situated in the oldest township in Port Elizabeth where the first act of defiance occurred, when non-white railway workers refused to show their 'passes' to enter railway property. To build a museum of the apartheid era in the midst of the township that acted as a crucible for the struggle is an extraordinary achievement. The Red Location Museum brilliantly rises to the challenge, using architectural skill of the highest order to produce an unforgettable experience that is both viscerally and intellectually moving.

The 'memory box', in which forced migrant workers from the countryside carried artefacts to remind them of home, forms the basis for a building which is in itself one huge memory box. Designed in industrial form – with a saw tooth roof - because trade union activity in factories provided the impetus for the anti-apartheid struggle, the museum houses steel containers which themselves respond to the rusting steel shacks (hence Red Location) which surround the site. The containers are tipped on end to make individual memory boxes, presenting curators with the equivalent of a blank canvas in which to exhibit memories, responses and ideas. The most powerful of these piles boxes containing police files on those who were murdered, judicially or otherwise, during the struggle. Above the boxes hang three ominous nooses. The building works as both metaphor and object: deliberately unglamorous, this is an architectural tour de force.

### ***Observations***

The Museum has been closed for the past 4 years by the community in an effort to get attention for their housing problems. The building and surrounds are deteriorating.

### **3.3.4 Yes Box**

An initiative of business aimed at sustainable growth. 90 employees, 50 Consultants and 3 centres. They operate from Gamlestaden involving 13 Municipalities, help start businesses, developing companies and establish businesses and investments. They offer advice, knowledge, contracts and information. Why Yesbox? because they say yes to everything and all the help they can offer. Opened in 2017. They had 20 000 visitors since 2017 and address is [yesbox.org.se](http://yesbox.org.se). Services was business development, process management, seminars, social innovation.

### **3.3.5 One stop future shop**

One Stop Future Shop is an innovation and Business Centre at Vårväderstorget in Biskopsgården, Gothenburg. The project offers business advice and support for start-ups and businesses in the Gothenburg region. All activities are free of charge. The project is unique in its combination of being located out of the city centre and offering business support for free in over six languages. The focus of the mission lies in promoting employment and entrepreneurship among groups with poor access to the labour market and the support systems. All activities take its starting point in each individual own need and driving forces. Innovation and Business Centre will offer a platform for creativity in collaboration with partners, both internally within the Gothenburg City organization and with external actors.

### **3.3.6 BID Gamlestaden**

BID Gamlestaden is a partnership between about 40 different property owners and tenant associations in Gamlestaden. It is inspired by BIDs. Business Improvement Districts, which is a powerful tool for district development in many countries and has been around since 2001. The BID are available to make Gamlestaden safer, more enjoyable and more beautiful. It enables Gamlestaden residents to influence the development of their district and has driven a large number of renovation projects in Gamlestaden, of parks, streets, squares and places. BID Gamlestaden conducts investigations and ensures that decisions about the future of Gamlestaden are based on knowledge of local conditions.

### **3.3.7 Selma Centre**

Selma Centre in Backa started in 2012. At that time, the municipal housing company the district administration and the police tied up and jointly opened a place that would contribute to security, trust, dialogue and conversation. The point of departure was an extensive urban development project around Selma Lagerlöfs torg. The aspirations for dialogue and presence at an early stage was high in order to know how the people in Backa wanted their district and squares to change and develop. Selma Centre has grown "organically" - there was an idea, but no exact plan for the content. It has grown based on needs and conditions. For example, continuous and ambitious exhibitions housed in the centre, model that is kept up to date on urban building - "a mini-river room". Another example how the centre has worked is that young people have done photo exhibition about Selma Centre now and in the future.

### **3.3.8 Nya Hovås Information-centre**

Nya Hovås is a node in the southern part of Gothenburg that has been developed during the last years. As an initiative from the private developers in the area, a project centre was set up where the public could address their questions and issues directly to representatives from the interested parties. A strong and ongoing dialogue with more than 8,000 ideas and proposals paved the way for a rapid process. The number of appeals were minimized, and the local plan process time was cut by 50%. During the ongoing construction of Nya Hovås, communication plays an essential role in informing the target audience about the progress and keeping the public attitude positive. The developers provide day-today communication as well as identify the needs for larger scale activations and campaigns.

### **3.3.9 Youth Council, Eastern Gothenburg**

**Comment by Gilbert Larson:** *The Youth Council comprises of four different previously existing youth forums, who in 2010 joined forces to better make young peoples' voices heard. The main idea is to influence policy makers and stake holders in the development of the city district of Eastern Gothenburg to take extra care in their decisions concerning children and youths. The Youth Council is open to all citizens of the city district aged 9- 23 years and attracts a small but dedicated group of young men and women who actively seek to bring about positive change for other youths. Topics on the agenda over the years include free public transport during school vacations periods, safety protocol for young women, more nutritional and eco-friendly school food, HPV vaccine for both young men and women, so called honour oppression, racism, LGBTQ issues, aid and information regarding young mental health problems, and many others.*

### **3.3.10 Information Centre at Älvrummet**

Gothenburg City has built a 3-D model of the long-term development plan for the land approximately 200 meters on either side of the Gota River. By seeing the long-term vision of the city in model form it could instill confidence in investors. The first residential building of 100m high is under construction.

### **3.3.11 Ungdomssatningen Lundby**

This is a community centre for the youth in Frilagret on the island of Hisingen. It is an old school that is being used as a community centre. The Centre was the initiative of local youth, after 63 young people were killed in a devastating fire at a nightclub in the area. It started off as a place for young people to receive counselling and for families to express their trauma and to honour the lives lost. Out of this tragedy a Leisure Centre offering meaningful activities for the youth, between ages 16 – 20, was born. The activities are based on the needs of the youth. The programmes are then developed in conjunction with the youth. Examples presented included: Bora Dansa – “Just Dance”- A dance club for girls. (Having regard for safety, religious considerations, as a stress release for mental health and improving physical health of girls that would otherwise not participate in sport.) The use of the Centre is free that anyone wishes to use it and bookings can be made via a social media platform. “Person Behind the Uniform” is a 10-week programme where youth between the ages of 10 and 20 apply to form part of a project that fosters positive relationships between young people and people in uniform e.g. the police. The youth can gain a better understanding and appreciation of the work that members of the Police Force, Fire Department, Paramedics, etc. do in society. Positive results include a decrease in crime, development of youth ambassadors for the programme and entry into these services as a possible career. A further presentation was made on the work of the Youth Council where youth are encouraged to be active participants in the democratic processes of the city. A mind shift is required when it comes to meaningful engagement with the youth and the mechanisms used to reach out to youth.

### **3.3.12 Selma Centre**

The Selma Centre is in the neighbourhood / district known as Backa. This whole district is currently undergoing major redevelopment. During the first visit to Gothenburg in 2018, the Selma Centre was under construction. Now the building is complete and operational. The rest of the redevelopment is in progress. In addition to Municipal Offices, the building is also home to a library, theatre, café and restaurant, meeting rooms, media rooms, art rooms, dance and music halls. It also houses an

amphitheatre in the foyer space. To accommodate all these different activities and adapt to future usages, the rooms and the furniture have been designed to operate in a flexible manner e.g. the furniture can very easily be taken apart and hung against the walls to create open floor space. The heart of the building is the large entrance hall. It contains a series of stairs and pathways that are formed into a free composition. All vertical and horizontal paths that cut through the building meet in this space, which allows for people and various activities to come into contact with one another. The interior design of the building is made of nearly 100% recycled materials. This unique mixed-use civic building combines municipal offices and a cultural centre which allows for collaboration between the local authority and citizens. This building is a very good example of accessibility. This was a very interesting and stimulating afternoon.

### **3.3.13 Lövgärdet School**

The area is socio-economically poor, with high unemployment figures and overcrowded apartments. The children grow up in very difficult circumstances and these conditions are not conducive to studying. The school co-operates very closely with the parents and the children. The school believes that parental involvement in the school and in the community is important to bring about change and ensure sustainability of the school. The school believes in the principle of democracy and pupils are part of school making decisions. Through this democratic approach the pupils are, from an early age, exposed to the difference between “I want” versus “I need”. The school has a suggestion box and pupils are encouraged to make suggestions which are then discussed and evaluated by fellow pupils and recommendations are made for implementation. Pupils are encouraged to take initiatives e.g. the Grade 4’s collected money for cancer and diabetic patients, regardless of their own less fortunate circumstances. The pupils also initiated the start of the Schools Newspaper and is now run entirely by the pupils themselves. The school also offers different activities after school (14:00 until 19:00) such as homework classes, sporting and cultural activities, according to a schedule for different age groups. Every Saturday evening there are sport and dance events at the school that children can attend from 18:00 – 23:00. The current Headmaster is a key player in the success of the school and her open mindedness has contributed much towards the success of the school.

### **3.3.14 Verket – Multi Youth Centre**

“Verket” is a reused building, located in the city district Centrum. The building is home to a Multi Youth Centre. The Centre caters for people between the ages of 13 and 30. It is a place for creativity (dancing, exercises, needlework, craft, etc) and meetings. The centre has a set of rules and values that users must obey. Bookings are done electronically, and users are issued with electronic keys (a code to the door). This gives people access to the building 24/7. The centre is well used and by enforcing the rules and values of the centre, it serves as a safe haven for people to use.

### **3.3.15 Street Games Hammarkullen / Mixgården**

The initial idea of Street Games was to keep the youth away from bad influences and to provide an alternative outlet for the youth. Street Games provides leadership training and sports training in various codes. One is able to move up through the different ranks (T-shirt colours) by completing various leadership and sports courses. Street Games are sponsored by the different Swedish sporting bodies, enabling these bodies to also grow their sport by getting new and younger members. At level one the youth must participate in three different sporting codes and on completion are rewarded with a fruit and a juice. The second level consists of six codes and when completed they receive a t-shirt

and a free book. The Hammarkullen Indoor Sports is an excellent facility that is used to offer sport and recreation opportunities for the people of the area.

## 4 Different perspectives on the creation of better access

This section contains some perspectives based on research and practice that are closely linked to the project Access for the Creation of Just Cities. The project is partly based on these perspectives and can therefore be seen as some kind of starting point. But at the same time, they have followed us through the three year of work and some of the research presented below will come back in next chapter as part of the project's knowledge production.

### 4.1 Agenda 2030

The relevance of understanding the concept of accessibility to create just cities, is accentuated when reviewing the 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015. Many of the 17 sustainable development goals are, directly or indirectly, linked to accessibility. Some of the targets linked to specifically four goals are consistent with the project's objectives. These goals are 1: No poverty, 10: Reduce inequalities, 11: Sustainable cities and communities and 16: Peace, justice and strong institutions.



Goal 1 End poverty in all its forms everywhere

1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance

Goal 10 Reduce inequality within and among countries

10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

Goal 11 Make cities and human settlements inclusive, safe, resilient and sustainable

11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums

11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries

11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

16.6 Develop effective, accountable and transparent institutions at all levels

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

3.2 Toolkit for local authorities to ensure better policy implementation and service delivery



## 4.2 Toolbox: Implementation for better service delivery for more sustainable cities

The previous project within the partnership between City of Gothenburg and Nelson Mandela Bay Municipality, 2013-2016, developed a toolkit for every-day use by local governments on essential elements required to ensure better policy and implementation. (Bo Aronsson and Dawn McCarthy, ed., 2016)

The project had the experience that “the problem is not the lack of policies, strategies or initiatives, but the translation thereof into effective implementation”.

The overall objective for this project was to have more effective implementation of all policies and strategies within a city context in order to improve service delivery at a local level.

This in turn will ensure a more sustainable and integrated city.

The toolkit has its main focus on local government and policies and aims to help in developing and implementing local strategies but also policies adopted by other spheres of government.

The toolkit is to be used within existing structures and actual regulations as they are aware of that changing structures is both difficult and time-consuming.

To manage change, which is difficult, the project says it is important that actions are understood and accepted as well as participatory processes are needed.

They point out phases in managing complex change and argue that every step has to be accepted: vision + skills + incentives + resources + action plan = change. If one step is skipped there will be confusion, anxiety, resistance, frustration or false starts.

The toolkit that was produced by the project points out some messages that should be used in everyday work and those of significance for Accessible Cities-project are summarized below.

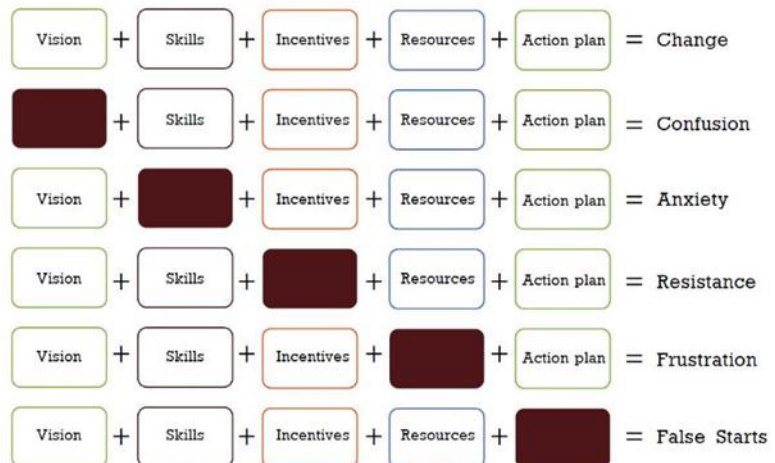
Messages to local authorities when working with change:

### ***Be aware of prevailing structures***

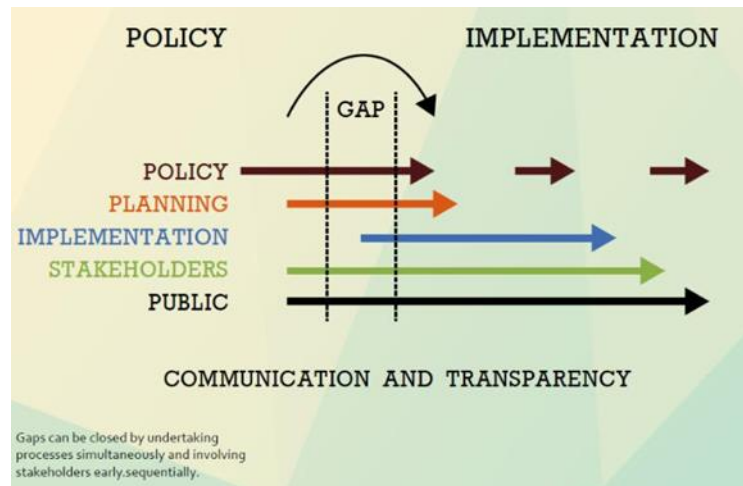
Arguing for taking notice of and understand different working-cultures when working together in planning and implementation. You have to be actively engaged in trying to bridge the different modes of thinking and working. Otherwise, your project may fail!

### ***Policies should respond to needs and priorities***

### Managing Complex Change



A policy, strategy or project may fail or be delayed if it does not respond to the needs and priorities defined by the citizens. Even ambitious policies and the best of projects can be hard to implement if they are not understood and accepted by the affected citizens and other stakeholders. The project pointed out the importance of working with and defining quality of good life in community and how can needs in the community be addressed and handled. As strategies and policies often are adopted on different levels and sectors, there is a need of handling conflicting policies and to ensure the highest level adopt policies to be implemented.



### ***Create an integrated platform***

When working with change and development an integrated platform can serve and help creating sustainable solutions. Involve citizens, stakeholders and expertise on national and international level in creating a common vision that can be not only accepted, but also embraced by all parties concerned. Even if it is time-consuming, it is often, in the long run, a more effective use of time. The participation of interested and affected parties is key to successful implementation. Therefore a formal platform should be created to facilitate holistic solutions. A long the way, make sure to have commitment of officials and representatives at appropriate level. Keep in mind that informal engagement that build trust amongst all involved in the work can help understand and handle different positions and priorities along the way.

### ***Policy and action should not lose sight of each other***

Strategists and implementers must work together to bridge the two worlds. Ideas improve by being bounced back and forth through all phases of a project. To help this process a tactical level can bridge the gap. This is a “through-runner”, a person who follows the work from policy to implementation. A runner who can and have the mandate to move between strategists and implementers and back again.

### ***Develop the tools needed***

The challenges of today demand that we work in a holistic way, both bottom up and with flexibility. Each task has to be planned with a broad, multi-sectoral approach. Most municipalities still work in silo and top down based organisations. If you want change, different results, you need to work in a different manner. Ask yourself questions if ownership is identified, if there is forum for cooperation and discussions and support for dialogue and participation and how persistence and commitment in the implementation phase can be facilitated. Start in small-scale, support your community, gain experience and use the response to develop next phase and a bigger project.

### ***Analyse and optimise your resources***

Be aware of the resources needed for the implementation and the maintenance of the investment. You need funding, staff with right competencies and time to work on the change or development you

are aiming to. The job is to deliver results, not just ideas. Ways to go can be to initiate discussions around priorities with those in charge and involve other parties who are willing to contribute.

### ***Communicate with active openness***

We should all be able to follow what happens in our municipalities and learn about the plans for future development. Practicing active openness means making it possible for others to be part of the dialogue on what happens in the community. Take note around that not only provide feedback to those who are interested and engaged but also to those who do not make their voices heard. Ensure that an increasing number of people experience that they are informed and are part of the working processes that make their every-day lives better.

### ***Ensure progress***

To ensure progress you need capacity and competence to perform and learn from what one does. Therefore, you have to organise your work as a learning process. The experiences you gain along the road, around mandate, multi-sectoral approach, responsibilities, barriers, resources, partners involved, communication etc, must feedback into subsequent work. The responsibility for this rests with those who initiated and decided on a policy, strategy or project and those who are commissioned to execute it.

## **4.3 Bergsjön and Mistra Urban Futures Seminar**

### **Seminar: Research Perspectives and Aspects of Accessibility**

#### ***Speakers and the themes of papers presented:***

- **Anders Larsson** - Proximity changes to what and for whom? Investigating sustainable **accessibility** change in the Gothenburg city region 1990–2014.
- **Stina Hansson** - Creating trust and collective action in order to work for local interests and decrease inequalities in health in the local city district of Angered. The project is focusing on obstacles and possibilities to improve and affect the local city district in relation to the municipality.
- **Ann Legeby** - Lessons from the research project Dela[d] Stad within Mistra Urban Futures about **accessibility**, equal living conditions, segregation in relation to city development processes. Examples from Gothenburg (Bergsjön and more) and project from other cities in Sweden.
- And **Katrin Lättman** - Perceived **accessibility** of public transport, and capturing the traveller perspective, as a potential indicator of social inclusion. Has developed a psychometric tool for measuring perceived **accessibility** within public transport.

#### ***General Themes from the Seminar Discussions***

- Traditional versus alternative ways of seeing **access** like looking at proximity of service instead of focusing on transport.
- Awareness of bureaucratic perceptions of **access** versus human experiences and perceptions of **access**.
- Aggregated/generalized views that look at **access** on a city, suburb or community level versus viewing **access** on the level of disaggregated and individual levels where there could be considerably more diversity of needs (contextualized)
- Difference between the theory of creating **access** and the practice of access making it work.

- The difference between strategic mission statements and implementation. Much time devoted to planning and drafting impressive strategies which then come to negligible effect because of weak or failed implementation.
- Finally, there is the difference between disciplines: urban planning is understandably dominated by the discipline of Urban Planning, but we are becoming increasingly aware of the need for the role of disciplines that introduce the social and human dimension – psychology, sociology, political science, economics etc.

### ***Traditional Understandings of Access vs New Ways of looking at Access***

- A focus on transport alone is problematic but while other aspects of aspects are important innovative ways of dealing with traffic and transport remains on the agenda.
- The role of experts in addressing the challenges facing communities and municipalities.
- There is evidence that low incomes communities have improved **accessibility**.
- Car dependency in richer areas is a problem.
- We have to ask: **Access** for whom? There is not one single way to create **access**. Proximity to whom? This compels us to deal with conflicts of interests, conflict between different groups.
- Use proximity measures for walking and cycling; can be the same but differs between children and adults.
- It would be interesting to measure proximity in NMBM; responsibility for different welfare services as schools, health care, etc. is not in the municipality.
- It is a challenge that only 10-15% has proximity to everyday service (Gothenburg).
- What do we mean with Just Cities? Closeness to workplaces, culture, sport facilities. The structure of the population will affect the needs. Young population will need other things. **Accessibility** should be seen in holistic terms. It is concern that if you provide a community with housing you don't have control of other services.

### ***Traditional vs. new methods***

- There are many new and interesting methods and techniques that can be explored to measure, analyse and present **access**. New technology. New GIS methods.
- Good data is important.
- Measures that also catch “social” inclusion, etc and economic means to take part, social mobility, jobs, social organization, gather information across identity (not we or them). capture who are excluded. Identify areas that lack service.
- Police driven (“we will hunt you down”) vs. socio-economic solutions to crime.
- Car/tram digitalization more complex.

### ***The Micro / Human / Psychological Factor***

- TRUST and distrust is a big and sensitive issue.
- Feedback is vital. Feedback from dialogue.
- Expectations must be managed.
- Informal aspects not captured in formal data collection.
- Connecting with real people: Management and Administrations must have closer contact with the frontrunners (people working on the floor) since they are the “face” of the City.
- It is damaging to the City to look at the citizens as customers (new public management) - can create distance.
- The feeling of being involved is important.

- When you make or build something it is part of the City; even if the meaning is to create a meeting place that includes everyone (from the area and other part of the City); you can end up creating more security and safety problems if people don't feel included.
- Important that people are able to take ownership of community and welfare services. Do we ask people in communities what they need?
- The feeling of "society will take care"; "the city will give us..." is present both in SA and Sweden. However, there is not enough money and people complain about taxes. So, what happens when people don't feel belonging and solidarity with welfare-society? The paralysation is a great problem, challenging in both cities.
- When criminality increase, trust decrease.

### ***Mission and Theory vs. Practice and Implementation***

- There is often a contrast between theory and practice, mission and implementation.
- As Administrators, we are driven/motivated by adherence to policies and completion/ fully spending provided budget.
- Despite commitment to be inclusive there is a lack of involvement by communities. Trust is created by co-creation on the grassroot level. Needs / demands and activities of local people are to be incorporated from the beginning.

### ***Collaboration and Creating Partnerships***

- Possibilities of working together – practitioners and researchers. Academics can help asking critical questions about what kind of society do we want! Different working conditions are obstacles for this cooperation. It is necessary to deepen the work in municipalities by working together with researchers. Long-term-based work is necessary. Data / statistic is required as a base for discussion. There is a need for more local / community level databases.

### ***The Danger of Promising Too Much***

- City planning must sometimes keep a distance (in dialogue) to not promise too much.

### ***Conflicting Goals***

- We often deal with conflicting goals. For instance, an equal city vs. a competing city vs. and environmental city vs. a long-distance focus city etc.

### ***Government efforts to create accessibility within the constraints***

- It is always important to manage the expectations of the public in terms of what and how you can influence.
- Share best practise – what did you do to make it work.
- Success will require risk taking and testing innovative solutions.
- It is important to reduce red tape.
- We have to create easier ways to bring about change. This may require creating shorter "roads" between influence and formal ways of change.

## **Mandates and responsibilities**

- In terms of long-term relationships, we need to “evaluate” / follow up our goals. For example: in pursuing “equal cities” from a trans-disciplinary way, are we on track?
- We have distinct roles as researchers /politicians /officials. Can we as officials be the ones who give **accessibility** or are we more of process leaders / facilitators for communities to create **accessibility**? What is our role?
- What is the strategy for implementation if / when the top politicians are enemies?
- Political neutrality of officials is important.

## **4.4 KAIROS – knowledge and approaches to fair and socially sustainable cities**

KAIROS was a transdisciplinary research-project with focus on the social dimension of sustainability based at Mistra Urban Futures 2012-2016. The project name KAIROS should be understood as Knowledge about and Approaches to Fair and Socially Sustainable Cities. The premise of the project was the way in which globalization, migration and urbanization characterize our time and place new demands on participation and co-creation. (Hans Abrahamsson, Birgitta Guevara, Åsa Lorentzi, red., 2016)

The project was crafted by four public organizations, one of them City of Gothenburg, based on common challenges and concern for dividing differences in living conditions, increasing polarization and risk of cities falling apart. The overall research question was “why do things turn out this way, despite all efforts put on policies and goals about social sustainability and good intentions?” This question is consequently linked to the toolkit reported on above. Interestingly, the two projects worked during the same years but were not connected. However, the two projects differed in the way that KAIROS aimed to discuss and find ways to a profound transformation on different levels in the society. While the previous partnership-project between Gothenburg and Nelson Mandela Bay presented a toolkit to handle change within existing structures, KAIROS presented eight changes of perspectives or mind shifts to point out directions in which citizens, officials, politicians and other stake-holders can search in their own context, together with those concerned, for ways to create and build fair and socially sustainable cities.

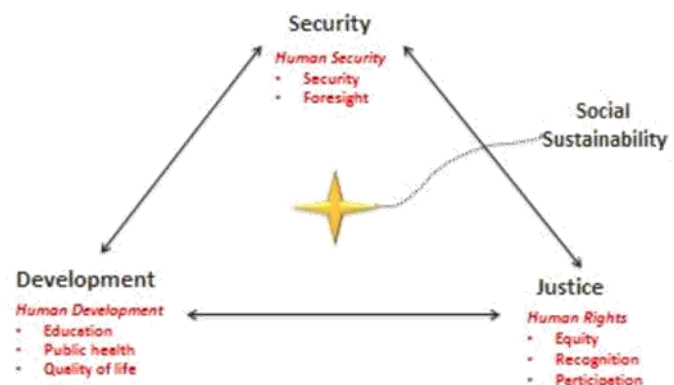
Some perspectives from project KAIROS were used in the project-application as for example the definition of just cities and results from one of the studies done by KAIROS around youths’ participation and co-creation in cities and every-day-life. Therefore, KAIROS has played a part in how the project was crafted. The similarity between the two in time parallel projects in searching for ways to translate policies and goals into real change, is another reason why KAIROS result and mind-shifts are of interest for the access-project. As the two projects choose partly different ways to answer this question it is of interest to search if KAIROS mind-shifts can add perspectives useful for the project Access for the creation of just cities. Are there any theoretical perspectives that can be helpful in answering questions in the access-project? Are any of the mind-shifts that can be used and helpful in searching for answers and recommendations for accessible and just cities?

## **Basic perspectives in KAIROS project**

Cities' role in a changing world

The complex challenges that come with the on-going societal transformation are embodied and impact on a local level. Cities, and their transnational networks, play an increasingly important role in facing the demands for a sustainable development. At the same time, the rapid pace of globalization, migration and urbanization with growing income and health inequalities, consequently, increase the risk for medium-sized cities of developing into arenas of social conflict.

## **Social Sustainability not a once and for all given state**



### **Social sustainability**

Social sustainability is not a once and for all given state. Social sustainability is about the ability of societies to survive and reinvent themselves as functioning social organisms, even when challenges and conflicts expose them to tests.

A premise in KAIROS was that social sustainability constitutes a political equilibrium point, a "balance point", between the three basic values of: security, development and justice.

- **Security** – deals not only with conventional security, but also with the security of being able to predict and control one's own life.
- **Development** – deals not only with economic development, but also with education, public health and quality of life.
- **Justice** – is about distribution of wealth, but also about, recognition and participation. KAIROS also defined justice and just cities as follows:

Justice is about people's equal worth, cultural recognition, and the equitable distribution of material and political resources and opportunity to make use of these in order to live a good life.

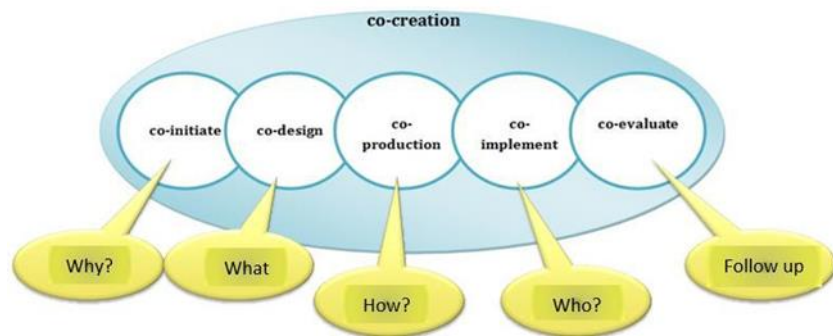
A just city is one where those who live, reside and work in the city have equal access to public spaces and can affect the decisions that concern their daily lives as well as the city's future development.

### **Complexity**

Complex issues are signified by being in constantly change and locally unique, that means they are depending on the context both in time and place. There is no linear relationship between problem and solution. Instead they bifurcate into other complex issues and we must be aware of that you need to ask, "what is there that we do not know about we do not know". Hence complex issues can't be separated and handled in silos. They need to be taken care of in a process with various actors and perspectives using a holistic approach. Complex issues are also characterized by provoking conflicts around both causes and



solutions. These must be handled, and different perspectives visualized and respected. Those affected and involved should be part of both formulating the problem and finding solutions if you work with sustainability. If solutions applied are simple without awareness of context and causes behind the causes, risk is that the problem is getting worse. Complex issues are on-going and will never be permanently solved.



### ***Conflicting goals***

The placing of the equilibrium point is crucial for the strength of social sustainability. This means that issues of conflicting goals and how these issues are managed are fundamental. We cannot avoid issues of conflicting goals, instead we need to be aware of them and find ways how to handle them. At the same time the interpretations and implications of the concepts - security, development and justice - is influenced by the local context, and along with the on-going urban transformation, the meanings of the concepts are changing. Therefore, the three values need to be defined and balanced at a local level together with those concerned. This calls for participation and co-creation with those who live, reside and work in our cities.

### ***Co-creation***

KAIROS understand co-creation as an inclusive process aimed at equalizing power differences and that strives to give the parties involved equal possibilities of expressing their views and being heard. The goal is to influence what is to be done, why it should be done and jointly agree on how it should be done. The concept of co-creation therefore encompasses a force of social change that can come from the top (power centres) and the bottom (residents).

**Young citizens co-creation – learnings from young citizens experiences** - Cities and communities are characterized by increasing differences in conditions to grow up in. This affects youths' experiences of influence and possibilities to co-create. At the same time the UN convention on the Rights of the Child, and lots of policy-documents are underlining children's rights to participation and influence. KAIROS made a report on the subject (Widigson, M, Paulsson L, Olofsson, G, Lorentzi Å & Allelin, M. , 2015) based on 47 interviews with youth in The County of Western Region of Sweden. The youth were chosen from various socioeconomic and geographical situated schools and areas. From the study a complex picture emerges about youth's possibilities to influence.

Result from the study points out that most of all youth have influence on spare-time and in several cases also in school. But the picture is divided. Lots of examples were found when youth tried to have influence and make changes without response or result. Most youth say they experience not being listened to and taken serious in questions about society. Socioeconomic and cultural factors related to the place where they live affects them and gets part of conditions in school. Youth have little experience from other places than where they grew up and live, but they all express a wish of socializing with youth from other areas. Youth from underprivileged areas express a feeling of being



“locked in”, which also appears as a fact. A result of the study is that the outcome in relation to children’s rights differs between young citizens. This is explained by “inequality-creating” structures that affects youth and the institutions they meet.

To strengthen influence and young citizens co-creation officials and those in power-positions must develop a reflective understanding of themselves and have critical view on norms and power-structures on institutions as responsible to ensure that children can realize their rights. The interviews also show that youth have a will to influence and main result is that youth’s competence needs to be taken care of for a just and socially sustainable development.

Main obstacles for fair and socially sustainable cities

KAIROS have identified **six main obstacles** for a fair and socially sustainable development in cities:

- The post political era where different political alternatives is of less interest because of cities wish to be part of the race on the international market
- Lack of attention to conflicting goals linked to cities wish for economic growth and to be an attractive node in the global economy and at the same time neglecting social sustainability and climate needs
- Mode of governance that turns citizens into customers instead of citizens with rights
- The art of social engineering, objectifying people instead of seeing citizens as subjects with knowledge and resources that needs to be aware of and involve in planning the society
- Inadequate capability to understand and handle complex issues
- Mental structures that rest on a worldview from colonial era with white supremacy and therefore preserve discrimination

[DP notes: This is good, but some are not relevant to South Africa. Some people in Sweden may want to ignite more political awareness of citizens and that there is need to embrace political pluralism. Arguably, South Africa is overly politicized; lots of talk and low on developmental implementation therefore we may want to temper the politicalness with more of a developmental awareness among of people. Sweden may be post-political but also in the process of becoming more political and South Africa is in a very different place ... A profound transformation is needed on different levels in society and this transformation has to be co-created. [the transformation in Sweden vs SA are very different! The danger for the Swedes is a retreat from a more-or-less desired state / condition towards a more divided, unequal society. The danger for South Africa is that the existing divisions become bigger and that politicisation makes the problem bigger instead of smaller ... that is why a “developmental paradigm” instead of a “political paradigm” is required. ]

KAIROS, therefore, as the main result of the project, presented eight changes of perspectives, or mind shifts, to point out directions in which citizens, officials, politicians and other stakeholders can search in their own context with those concerned for new ways of building fair and socially sustainable societies. KAIROS has concluded that approaches, strategies and working methods have to be co-created locally and together with those concerned. The complexity in society and the ongoing transformation entails that there are no ready-made solutions to implement. How to handle complex challenges has to be explored and co-created together local in wide-ranging dialogues. By pointing to the need for change of perspectives or mind shifts, KAIROS hope to help to point out directions for co-created policies, strategies and working methods needed for just cities.

KAIROS changes in perspective/Mind shifts

1. From negative to positive security - the need for an inclusive and co-creative urban policy.

2. From housing shortage to employment and jointly building the community.
3. From a purely market-oriented growth mindset to a healthier societal development.
4. From control to more co-creation in the educational system.
5. From working for the citizens, to working with the citizens - the need to more broadly include civil society.
6. From formal rights to real rights – the need to have a broad equality principle.
7. From focus on only customer benefits to focus on a broader public value – the need to have a new type of governance with co-creative leadership within the public administration.
8. From invited dialogue to a co-creative democracy – ways of active co-creation at local levels.

All the eight changes in perspectives/mind shifts are linked to the three basic values: security, development and justice. Find more about the project at the website:

<https://www.mistraurbanfutures.org/en/project/knowledge-about-and-approaches-fair-and-socially-sustainable-cities-kairos>

What happened after the project ended?

<https://www.mistraurbanfutures.org/en/what-came-next/change-perspectives-can-create-socially-sustainable-cities>

#### **4.5 Reflective practice based on dialogue in everyday work in municipalities**

**Note: This item is a late addition to the document and should be integrated when and where possible. Title: Recommendations for a reflective practice and approach based on dialogue in everyday work in municipalities – for sustainable, accessible and just cities. (By Asa Lorentzi, Mistra Urban Futures Policy Brief 2020: xx)**

Creating just and accessible cities demands changes in how municipalities and public sector handle complex issues such as urban planning and distribution of welfare due to ongoing societal transformation. Considerable attention needs to be paid to increasing inequality, heterogeneity and unevenly spread lack of trust. Complex challenges need to involve those concerned, those who live, reside and work in the city and community. Therefore municipalities need to create infrastructure and culture that include reflective practice in everyday work, both with citizens, civil society and different actors and within the municipality itself. The reflective practice has to be lived on all levels in organizations and in all meetings.

##### **Reflective practice in governance on local level in municipalities**

Societal transformation in our time is followed by complex challenges that are embodied and have impact on local level, in municipalities and communities. The rapid pace of globalization, migration and urbanization, with growing inequalities in living conditions as a consequence, increase the risk for societies of developing into arenas of social conflict. This is seen within cities and between urban and rural areas in countries. When working with questions on how cities and communities can be just and accessible for those who live, reside and work there, we need knowledge, approaches and tools that help us moving toward a more inclusive development. The approach we have to local resources, looking mainly on needs and deficits or making efforts for releasing resources available in communities and cities, affects people's access to amenities as well as sense of belonging. These recommendations aim to help guiding on "how to do it". The policy brief is most of all built on results from project KAIROS

(Abrahamsson, 2016), from on-going project within partnership between City of Gothenburg and Nelson Mandela Bay Municipality (Accessible Cities, 2019) and experiences from work on social sustainability in City of Gothenburg as well as various presentations, dialogues and workshops in different contexts. (Lorentzi, 2012-2019).

Complex issues are known as:

- constantly changing
- non-linear
- interlinked with other complex issues and mutual affecting each other
- can't be separated
- context-based, meaning they are local and situational
- often cause deep conflicts about both causes and solutions
- "you do not know what you do not know"
- can be seen on both global and local level and in every-day-life

Justice is about people's equal worth, cultural recognition and the equitable distribution of material and political resources and opportunity to make use of these in order to live a good life.

A just city is one where those who live, reside and work in the city have equal access to public spaces and can affect the decisions that concern their daily lives as well as the city's future development. (Abrahamsson, 2016)

### **The creation of sustainable, accessible and just cities**

When our ambition is to create sustainable, accessible and just cities for all citizens, we need leadership, approach and working methods that are inclusive and reflective. How sustainable a society is, depends on its resilience, the ability to survive and recreate as a functioning societal organism even in times of challenges and threats (Abrahamsson, 2016). Using a morphogenetic perspective, we can argue that the future cannot be fully known or foreknown because it is an ongoing emergent outcome that derives from the dialectical interaction between people within contexts that change all the time (Pretorius, 2018).

In a time when societies all over the globe are characterized by increasingly uneven access to power and influence, severe inequality, uneven access to welfare and public space and in which far-right nationalisms and fear of the Other is becoming dominant, the search for ways of creating just and accessible societies – both in process and outcomes – is urgent. Cities compete in a global race to attract international capital, companies and well-educated citizens from the globe. To do that many city centres all over the world are following the same trends in city-planning leading to homogeneous profile with an excluding housing market, restaurants and cultural institutions attracting those who can afford the increasingly expensive urban lifestyle. This happens meanwhile working with political goals that aims to more equal and sustainable cities. The project Accessible Cities work is based on the main problem that citizens do not have full access to the cities and the work aims to develop perspectives on the city as a system for justice, identify ways to strengthen and find ways to create long-term resilient communities and also to improve the relations to the rest of the city. The Global Goals for sustainable development, Agenda 2030, says in goal 11: "For all of us to survive and prosper,

we need new, intelligent urban planning that creates safe, affordable and resilient cities with green and culturally inspiring living conditions.” (The Global Goals, u.d.)

**Four approaches to integrate in urban management and everyday work (Lorentzi Å. , 2016):**

- Sustainable security can only be achieved through strengthened social trust. Trust can be explained as the glue in a democratic society. Robert Putnam has shown the meaning of social trust and that democracy is built from bottom up when individuals have relations through social movements and NGO:s both locally and in national politics. His research also points out the importance of having localities and arenas where people can meet, interact and through this broaden their perspectives and have influence in the society. (Abrahamsson, 2016) Be aware of that feeling of trust is unevenly spread and follows the same pattern as other differences in living-conditions. In Gothenburg socio-economic poor areas trust between people is lower (Göteborgs Stad, 2017).
- People need to both have a sense of participation and in fact be part of the society. Inhabitants both need possibilities to have a job, a place to live and schools that leave children with possibilities for a career and livelihood. At the same time this needs to be planned and done in ways that makes people feel they are included, respected and involved. It is a question of not being seen as an object but a subject, having power in one’s own life.
- Justice is a matter of power, participation and democracy as well as cultural and social recognition. This approach is about the first article in UN: s declaration of human rights: all human beings are born free and equal in dignity and rights, and how this is put into action. Societies today are transformed through the rapid pace of globalization, migration and climate-changes. There are needs for new ways to handle complex challenges, on national as well as local level. How to re-create democracy in our time? Co-creative leadership in public sector and politics, new social compact built on long-term-benefit for the society as a whole, participatory budget, co-creative dialogues that make space for and take care of conflicts, and urban citizenships are examples of ways forward. (Hans Abrahamsson, 2016) (Birgitta Guevara, 2016)
- To handle and prevent structural discrimination focus must be on how exclusive norms are shaped and maintained as well as prevailing power structures. This approach is about making structures that discriminates visible and analyse them to make change possible. It is also about see and work with residents as subjects with agency and knowledge needed for an accessible and just city. Create supporting structures for social movements and NGO:s to work and take their voices into account. (Guevara, 2016) Trust is once again of importance. If people are to engage in societal development, trust is what enables the necessary openness that will make participation successful. (Hansson, 2018) As trust is a mutual relation and unevenly spread, those in power needs to be the ones started showing trust. (Wettergren, 2016) In participatory processes trust is about the ability to take other’s perspective into account. With that follows an openness in decision-making to a change of social norms, politics and practice based on the perspectives presented of the marginalized groups. (Hansson, 2018)

## **What does this mean for leadership in public sector and urban management?**

Who can be a leader? In this policy-brief a leader can be a manager or head of unit in the municipality, a politician or a civil servant stepping forward. It can be an entrepreneur or a civil society actor, a citizen or a community-leader.

Global Utmaning (translation: Global Challenge) is a Swedish think tank around global sustainability. One of their reports deals with leadership in sustainable cities. (Begler, 2014) The report highlights the importance on local leadership for the development of cities and the global development. The report is based on interviews with leaders from cities on different continents and points out some common experiences of leadership in change in a time of great transformation of society. To have room for action on local level, mandate and local municipal autonomy as is a tradition in Swedish municipalities and therefore something to nurture and protect. As a leader have good external knowledge and understanding which is possible when working together in networks, partnership and pentahelix, learning and helping each other to understand and handle complexity. To co-create a vision and direction and trustworthiness so that partners and citizens are willing to join and take risks together. Mobilise citizens and different actors around common concern for the city and community.

### **Leadership for reflective practice**

A culture and infrastructure of reflective practice in municipalities is not something that matters for some appointed dialogue-experts. It is a concern for the organization as whole and must be lived and practiced on all levels in external as well as internal work. To support and create this what is needed is to let go of leadership based on top-down and command-and-control and “give way to a process that is more dynamic and more sophisticated. Most important, that process must be conversational” (Slind, 2012). The need is a leadership that is characterized by Intimacy – getting close both literally and figuratively, nurture trustworthy relationships and the art of listening to both inside the organization’s different levels and to citizens and different actors. Interactivity – promoting dialogue which means talking with citizens, actors and employees, not only to them. Inclusion – expanding the roles which means that leaders are open for listening, learning and reconsidering. Intentionality – to be transparent with where we are heading and why means that you don’t only speak about strategic goals but to explain them (Slind, 2012).

Leaders also need to acquire knowledge about how to handle conflicts and inequality in power, both on group and societal level. And as a leader challenge your own perspective – be aware of the danger of a single story.

To create reflective practice in infrastructure and municipal culture – on example

To do this we need holistic and systemic awareness and approach. In various sectors and on all levels in the municipality we also need knowledge, tools and methods about why it is needed and how to do it. One concrete example is presented below. It is used and tested on small-scale, local level for a period of six years. Hopefully it can serve as inspiration for your local context and for you and partners to find your way to create a reflective practice in infrastructure and municipal culture.

### **Selma Centre – a centre for dialogue, local initiatives and accessible service**

In one of the city-districts in Gothenburg a co-creative meeting place was opened 2012 in collaboration between the municipal local city district, city owned housing company and local police. This happened after a period of social unrest in the neighbourhood. Uneven living-conditions, cuts in welfare during 90-ties which affected kids that at this time were teenagers and young adults and societal transformation was some reasons identified. The area was physical and social segregated, and

trust were falling. As the social unrest were affecting the neighbourhood and citizens who experienced insecurity and limitations in their daily life the politicians in the city district decided to start working holistic and long-term based with social sustainability in order to change the current development. The local police decided to locate a group of community-police officers in the area to work with presence and relationship as some of their guidelines. At the same time the city-owned housing-company was planning for a re-construction of the area with new housings and public square. They had decided to be present in the area from very early stage in the planning-period and the project leader was situated at a local office at the public square. She worked together with the city-district and other local actors to have dialogues about the reconstruction and plans with inhabitants in different ages and different part of the area. The idea came up to open a community centre, in collaboration between these three partners: local city-district, city-owned housing company and local police. The community-centre from the start had an approach and intention of being welcoming, inclusive and co-creative. It was of great importance that citizens had the feeling of the centre being their centre, a centre for them to come with questions, ideas, initiatives and even comments and complaints on the plans for the city district and the public sector service in the area. The aim was to be a place for dialogue, listening and mutual learning about the area, building relations between officials and citizens and hopefully trust could grow. The community-centre was called Selma Centre, by a local citizen who won a public name-competition and decided by local politicians.

During the years between 2012 and 2019 when Selma Centre was operated in its own building lots of things happened and learnings took place. To mention some activities of importance:

- **Every-day-dialogue** – As the centre was open four weekdays every week almost all year around, citizens learnt that this was a place to go and ask whatever was on your mind or in your heart. Regular exhibitions of plans for the local area and city development were shown and talked about at the centre. Officials working at the centre developed working-methods in how to have good every-day-dialogues with citizens in all ages from 10-12 year old kids coming after school hanging around a while chatting and playing with computers, to old men feeling angry about municipality taking away their privilege of driving car whenever they want by installing cameras for congestion-fee, old ladies feeling worried about getting older living by their own and wanting security-housings for them, and young families curious about if there are going to be new schools constructed in the area.
- **Eye-to-eye-level** – An important basis for how to work at Selma Centre was to be aware of being a listener, knowing that officials have a lot to learn from citizens and local actors in the area. This can be described as an approach that values experienced based knowledge and knows that complex issues need to be handled in complexity valuing various perspectives. It is also an approach based on a perspective knowing that legitimacy in power is based on sharing power and enable citizens possession of influence and participation (Widehammar, 2016).
- **Hub for local safety work** – At a time when some bad things happened around the square where Selma Centre were situated, the staff initiated and invited a group to work together around safety and security and how to deal with it in a way that was inclusive, based upon various citizens perspective and aimed to create trust and social capital. This is called positive security, (Abrahamsson, 2016).

- **Access to welfare service** – To Selma Centre welfare organizations were welcome to establish them self to easier meet their clients and other citizens. From time to time different organizations as consultants from elderly care, from youth job-centre and even local police worked at worked on weekly basis at the centre.
- **Access to a venue for local NGO and associations** – When local associations wanted to invite citizens to different activities, they could use Selma Centre for free. This was possible as long as they worked on democratic ground, the activity was free (no cost to attend) and open to citizens (not only for members). They signed a contract and was given the key and alarm code and used the venue in evenings and weekends.
- **Co-created activities** – Citizens took initiatives and collaboration emerged through meetings and when relations grew stronger. One example was “clothes-changing-day” one Saturday, a historical photo-exhibition made together by on official and the local heritage society and yearly exhibitions with gingerbread-houses made by pupils in math, technic and domestic science at nearby school.

Reflecting over Selma Centre after some years we found some important keys that was of significance. Vision: Create a vision and keep it alive together with partners, citizens and management-levels in partner-organizations. Release control: Don't plan to much, listen to and trust partners and citizens and be open for what emerges. Presence: Being there almost every day with open door and heart, listening to what's on people's mind and heart, be part of local area and everyday life. Co-creation: Work together with different actors, public, private, civil society and citizens. Time: Building trust and relations take time, make sure the organization and partners will continue take responsibility on long-term basis.

#### **Recommendations for a reflective practice in everyday work in municipalities:**

1. Learn together in your context and with your partners (learning-circle is a good way to do it) about complexity and societal change – be aware of how global and local changes are linked together. Another word is glocalization.
2. Once you have started the way of working in circle – make sure this is an on-going habit. What more do you need to understand together with citizens, civil society, private sector, academic sector etc, to work well with the challenges in your context and society? Be learners together! Use the collective competence for wiser action!
3. Create an infrastructure of meeting-places for you to use together in communities. Localities and arenas where people can meet, interact and through this broaden their perspectives and have influence in the society.
4. Encourage and train leadership that is characterized by intimacy, interactivity, inclusive and intentionality. And leadership that understand and work active to increase participation and equalize power-structures.

**Comment by Deon Pretorius:** *As stated above, this item is a later addition to the document, but it contains valuable insights that fir very well into the set of Strategies that are presented in Section Five of this document. it is vital for the purposes of changing the culture in municipalities from stifling silos to reflective work environments*

[List of sources available in original document]

#### **4.6 The role of trust in shaping urban planning in local communities**

This is a research project that was carried out by researcher Stina Hansson, School of Global Studies, Gothenburg University and was done as a collaborative research-project initiated by local city district Angered, City of Gothenburg. The aim from the city district Angered was to get better knowledge on how trust can be improved in order to strengthen residents influence and power in their own life-situation. The initiative from Angered was based on facts from a report published by the City of Gothenburg 2014 that showed increasing differences in health and living conditions in the city. Residents in Angered has shorter expected life to live than citizens in well-situated areas of Gothenburg. The hopes were that Stina Hansson's research could help the city district to find ways to work in order to build trust and collective action between residents and the city district in mutual interests to improve living conditions and health amongst citizens in Angered.

One of the studies in this research project was located to Hammarkullen and was launched in 2016. This study is of special interest for the Access project as it deals with the notional perspective in urban planning that was located to a local community. In this text the result from the study is summarized and later in this report we will come back till Stina Hansson's research as the project has collaborated with her around the questions of trust and notional aspects and the link to creation of just and accessible cities.

In the study in Hammarkullen Stina studied the collaboration between several municipal actors. The aim with their collaboration was to improve and strengthen the neighbourhood. In relation to this, a study of trust between on the one hand the residents in the area, and on the other hand the public district administration was conducted between 2016 and 2017 (Hansson 2018). The aim of the study was to better understand possibilities of participation and inclusion as tools for social equity and cohesion. Lack of trust in the relationship between residents and institutions and public officials may prevent people's access to services and rights, both as people refrain from engaging with public institutions and services, including democratic elections and participatory processes, and as institutions and public officials exclude certain people from access to services on equal conditions.

The study includes a discussion of trust seen as "the willingness to be vulnerable based on positive expectations of the intentions and actions of others" (Rousseau et al. 1998) and investigates local expectations, among both residents and public officials, and how those expectations shape how local area development plays out.

Two important conclusions from the study show how trust and accessibility are related. First, local narratives of abandonment, distance, top-down planning and dialogues and unfulfilled promises shape trust and participation in socio-economically marginalised areas, particularly as a result of how those narratives are related to perceptions of difference in areas dominated by visible minorities. Second, the distance between public officials and local residents and how it shapes public officials' perceptions of the local community, as well as their perceptions of other administrative bodies with which they collaborate, have significant effects on the possibility for inclusive development processes.

In particular, the study shows how lack of knowledge of how the system works, and lack of resources to navigate it, or possibilities to opt out, make personal relations all the more significant for building the trust necessary for people to be willing to take the risk to engage with public institutions, and for public institutions to access relevant local knowledge and experiences to improve planning to safeguard accessibility for all.



Furthermore, the possibility of making use of local knowledge and experiences depends on the organization of the administration and planning, that needs to be sufficiently open and flexible to trust residents and first line public servants and shape planning accordingly. In this initiative the Hammarkullen study can contribute insights on how to include notional aspects of accessibility in planning at an early stage in order to make urban amenities and services not just available but also accessible.

#### **4.7 A socio-spatial approach: The Shared City project**

The Shared City project was carried out 2013-2015 by researchers at Royal Institute of Technology (KTH) in Stockholm, Sweden, in collaboration with the City of Gothenburg through Mistra Urban Futures and was financed by the National Board of Housing, Building and Planning (Boverket). The aim of the project was to explore the relation between urban segregation and equal living conditions and architecture and urban design. Segregation is partly about residential/housing segregation but also about to what extent we share the city in our everyday life using the city. In addition, what living conditions are created in different parts of the city, as a result of planning and architecture practice, are of outmost importance in relation to segregation. Accessibility to urban resources and urban amenities has great impact on life chances and this is to a large degree influenced by urban planning and design as well as by architecture.

An important contribution of the project was to further develop methods and approaches how to analyse, map and compare neighbourhoods in Gothenburg city in terms of access to societal resources relevant for segregation. The project resulted in a comprehensive mapping on a very detailed level both of aspects in the built environment but also aspects related to the population living and/or working there. Moreover, the methods allowed for comparison between neighbourhoods, important for the design and planning process and decisions about distributing resources and improving living conditions locally.

The Shared City project provides approaches, tools and evaluation methods to better understand the implications of architecture and the built structure for people's living conditions. It allows for an analysis of access to various resources where amenities in the built environment is possible to analyse integrated with the residential and working population and also consider social data related to the residents such as employment and income.

Cities characterised by unequal living conditions are likely to reproduce patterns of social segregation. These cities can hardly be described as socially sustainable or 'just' cities. It is of great concern when neighbourhoods where the population have fewer resources also are found to have poor accessibility to urban resources and opportunities. In this initiative, the Shared City approach contributes with knowledge and insights that can support more precise and efficient urban design interventions as well as strategies and guidelines for urban design and urban planning. Not least is this important in the strive to counteract urban segregation and realise a more 'Just City'.

#### **4.8 A Morphogenetic Paradigm – A Theory of Change and an Approach to Access**

Mistra Urban Futures provided funding to support research so that it could add value and give guidance regarding the achievement of more accessible cities. The research funding was used to facilitate exploratory workshops in each city to complement the projects. Deon Pretorius and Åsa Lorentzi co-led this work.

One of the outcomes of this work was the adaptation of the morphogenetic paradigm to be useful for the Access Project. The morphogenetic paradigm is an approach to societal development. It is based on the work of Margaret Archer and adapted Deon Pretorius for the purposes of the *Access for the Creation of Just Cities* project it offers a way of enhancing access on an individual, community, city and systemic level.

This work resulted a paper delivered by Professor Deon Pretorius at a Mistra Urban Futures Seminar, (Mistra Urban Lecture) and a published paper entitled *A Morphogenetic Approach to Social Development* (Pretorius, D. Mistra Urban Futures Report, 2020:1).

The morphogenetic paradigm features in this Master Report as an item of learning, **as a theory of change and framework and to present the conclusions** and as part of the preferred developmental mindset. The following is a brief introduction on the morphogenetic paradigm for the purposes of the Access Project.

#### 4.8.1 What is a Theory of Change?

Briefly, a theory of change is:

- A description of how and why a desired change is expected to happen in a particular context.
- It defines long-term goals or the desired future, the undesirable present and works out what lies in between
- In particular it seeks to specify the necessary preconditions for progressing from one stage to the next
- A theory of change explains the process of change by outlining causal linkages in an initiative, i.e., its shorter-term, intermediate, and longer-term outcomes.
- The identified changes are envisaged as showing each outcome in logical relationship to all the others, as well as chronological flow.
- The links between outcomes are explained by statements of why one outcome is thought to be a prerequisite for another.
- The theory of change enables stakeholders to envision the desired outcomes before they decide on forms of intervention to achieve those outcomes.
- Theory of change can begin at any stage of an initiative, depending on the intended use. However, a theory developed at the outset is best at informing the planning of an initiative.
- Having worked out a change model, agents of change and stakeholders can make more informed decisions about strategy and tactics.
- As monitoring and evaluation data become available, stakeholders can periodically refine the Theory of Change as the evidence indicates.
- The theory of change requires a contextual/situational analysis which is essentially to work out the relationship between context and agency. The context constrains and enables action/agency. Such an exercise includes an analysis of power, ideas and people as agents or change or protectors of the status quo.
- Some important questions include:
  - What are the key forces constrain and enable change? What economic or political interests are threatened/promoted by the change?
  - Which groups are drivers/blockers/undecided? Is their power formal (e.g. elected politicians) or informal (traditional leaders, influential individuals)?
  - Which individuals are likely to play key roles, either as allies or opponents?

Neat as it may sound, theories of change are exactly that, they are theories and they cannot predict the future, but they are useful to enable us to organise our thinking and actions to optimise the possibilities for achieving the desired outcomes

#### 4.8.2 The Morphogenetic Approach to Access as a Theory of Change

The morphogenetic approach / paradigm is a theory of societal change and development. It is a complex systems approach which suggests that society is a system that features a large number of interacting components and sub-components (people, groups, agents, processes, institutions, etc.) whose aggregate activity is nonlinear (not derivable from or reducible to the activity of individual components) and typically exhibits trends towards both self-organization and unpredictability or unintended consequences.

For the purposes of understanding societal development processes it is suggested here that, theoretically:

A social system will be optimised when its human and other resources are actualized. The theoretical inherent potential of a social system is equivalent to the sum of individual and collective human potential, resources and assets that are potentially accessible in and for the system.

The implication is that restrictions on access are not only obstructions to individual or group self-actualization but are also obstacles to the unfolding of the system - as a result, the 'losers' are not only those who are excluded but all those who form part of the social system.

**Why is this important?** This means that the sub-units (people and groups of people in society) are, whether they like it or not, inter-dependent on one another for their well-being and it is, EVEN, in the interest of those who do not suffer from a lack of adequate access that those who are excluded from access to better life chances are enabled to have better access. The more people in the system can actualise their potential the stronger the system and the point is that EVERYONE BENEFITS FROM THAT

Social development involves a multi-faceted process of advancing from an *undesirable status quo*, in this case, referring to many people not have access to the means to achieve a decent quality of life to *a desired system* in which all people having the opportunity to access the means that will enable them to achieve their human potential, a good quality of life and inclusive well-being.

The process of morphogenesis refers to the processes of change in the form and content of society (transformation) that emanates from endogenous (having an internal origin) societal processes instead of externally imposed changes.

The strategic implication of the inevitability of interdependence is that it makes more sense for people to collaborate in pursuit of inclusive well-being instead of pursuing individual interests through antagonistic politics.

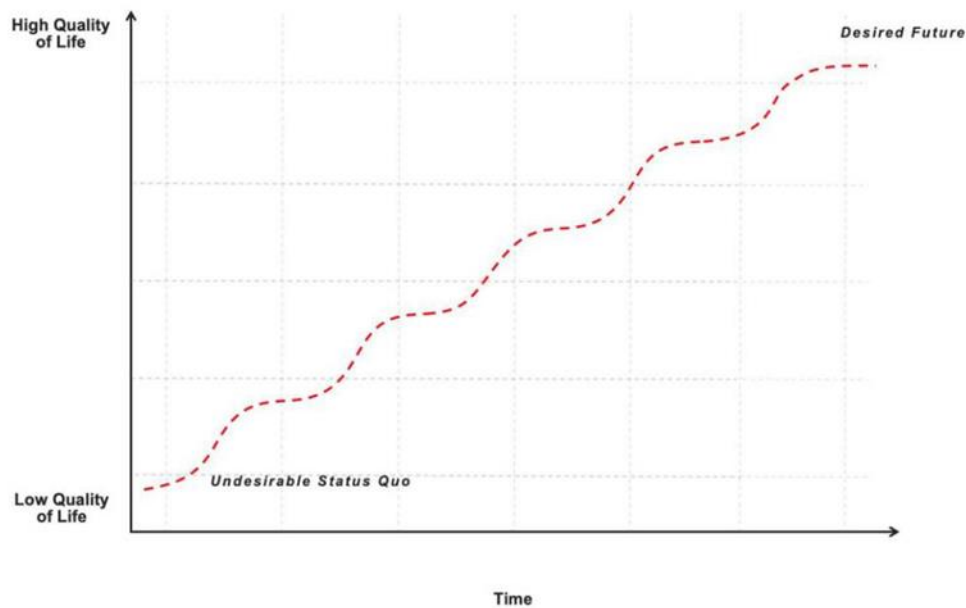
Thus, access for all to facilities and amenities is imperative for a fair and just society. The process of development must be understood in terms of the following aspects:

##### 1. Development is a process in time

It takes time and does not happen rapidly. A **revolution** is a rapid process of change but typically involves destruction and rarely leads to inclusive well-being. An **evolutionary change** is too slow. Our best option is a **pragmatic alternative** that is urgent, planned and targeted, that proceeds through **cumulative stages** from an **undesirable present to a desirable future** and advances **from low quality**

**of life to high quality of life.** It typically occurs according to an **undulating up-and-down, stop-and-start process instead of a smooth linear line of progress.**

Graph 1: Development as a Process in TIME

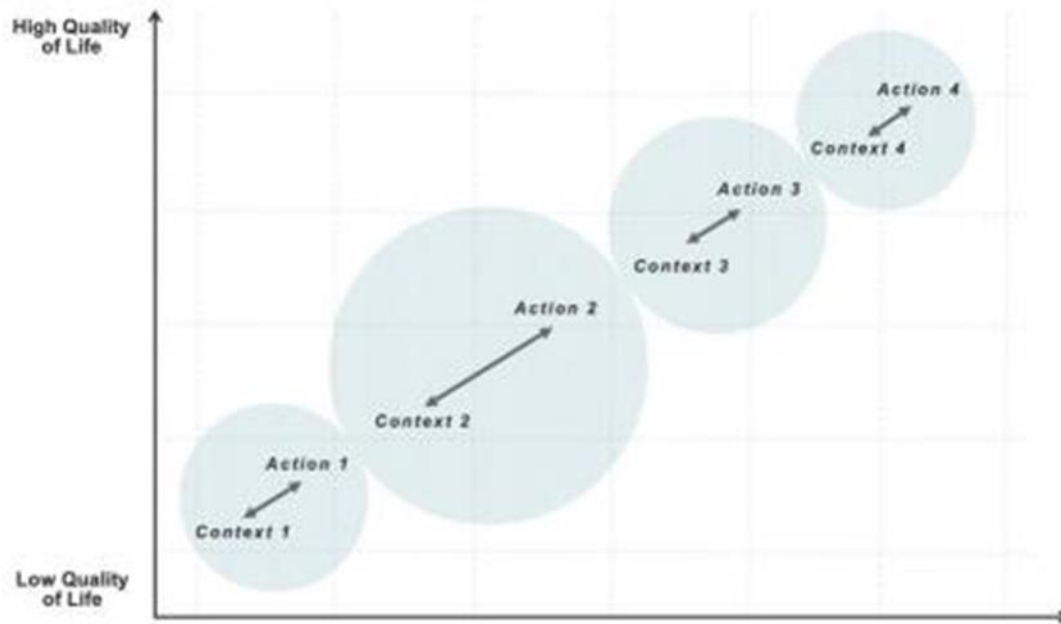


**What does this mean for access?** Transforming a situation of limited access to an optimal state of access will take **time**. It requires a **pragmatic, urgent, planned and targeted**. It is **important to understand the developmental path** in which types and levels of access accumulates through stages from an undesirable present to a desirable future and advances. The process is unlikely to be a smooth linear line of progression.

## 2. Contexts constrain and enable action

While we cannot pre-know the future, we can envision the general features of a desired future. The facilitation of progressive change and development requires the assessment of both contexts and agents in those contexts to determination which action, by who, is necessary and or possible to achieve progress towards the envisioned desired future in each context. Every action in a context transforms both the context and the agents acting in the context. This means that the present and the future changes all the time and a new assessment of the context and agency is required at regular intervals.

Graph 2: Development and the Relationship between Context and Action



What does that mean for access? The facilitation of progressive towards more access requires assessment the analysis of contexts to determine how it constrains or enables access. Similarly, it requires analysing people's (people in positions of power, officials, and ordinary people) views and actions to understand how these also constrain or enable action towards more enhanced access. Every action to modify access opens up new possibilities which means that a new assessment of the context and agency is required at regular intervals.

### 3. Development is Cumulative and Staged

It is important that prior stages be sufficiently completed to make it possible for subsequent stages of development to be sustainable. Some aspects of development come before other aspects and to jump over stages or to rush stages of development could lead to development failure. For the purposes of collaborative development, the process involves four stages

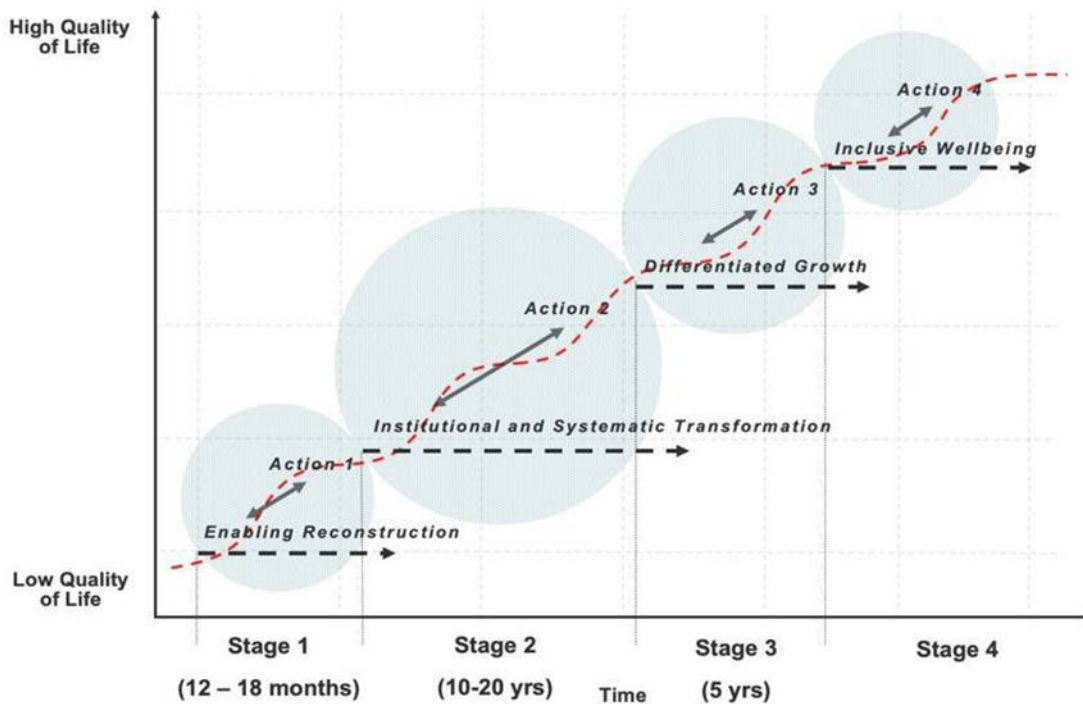
What does that mean for access? Each stage of enhanced access must sufficiently be completed lay the basis for the subsequent stages of access or development. Some aspects of development come before other aspects and to jump over stages or to rush stages of development could lead to development failure.

### 4. Four Generic stages

- I. **Creating Enabling Conditions** entails the preparing of the ground or creating the conditions for the actual transformation of society
- II. **Institutional and Systemic Transformation** is the modification or recalibration of institutions like the education system and the economy so that they produce outcomes that are corrective of the undesirable past
- III. **Emergent Transformative Outcomes** are the resultant outcome of systems and institutions that function differently from the past because of prior transformation and has the effect of restoring balance and justice

IV. **Inclusive well-being** is the long-term goal associated with a just and fair society.

**Graphic 3. : Four Generic Stages of Development**



○ **What does that mean for access? Four Generic Stages of Access:**

- I. **Creating Enabling Conditions** to make action towards enhanced access possible
- II. **Institutional and Systemic Transformation** is the actual changing or modification of institutions and systems so that they make greater access possible
- III. **Emergent Transformative Outcomes** are the resultant benefits from enhanced access as the outcome of systems and institutions that function differently from the past thereby having the effect of restoring balance and justice
- IV. **Inclusive access and inclusive well-being** is the long-term goal that follows from optimal access and that is just society

Next the four stages will be briefly discussed:

**Phase 1: Creating Enabling Conditions** is focussed on removing obstacles and setting in place the basic means for systemic and institutional transformation. This will differ from context to context but could include:

- The mediated (if necessary) cessation of hostilities if there is systemically entrenched conflict among major sectors of society.
- Creating of conditions for multi-perspective engagement
- Mindset change to enable action towards change
- Collecting relevant baseline data, including demographic, socio-economic, economic, spatial data, mapping, accessing facilities and resources
- Economic profiling of skills, un/employment, productivity, income, sectors, GDP etc.

- Finally, there is a need for a set of 'low-hanging-fruit' to produce short-term results

**The implications for access is that the following question must be answered: What are the actions that must be taken to create enabling conditions for access to be enhanced in a particular context? This is the question that is answered in Section 5 of this document and is summarised in the attached Matrix.**

**Phase 2: Institutional and Systemic Transformation includes:**

- The hard and complex work of transforming social institutions such as the family, health, education and political institutions to become more developmental, accessible and inclusive
- Transforming spatial patterns of the location and distribution of amenities, facilities and other physical features of society to become more developmental, accessible and inclusive
- Transforming the economy and socio-economy to become more developmental, accessible and inclusive
- Shifting peoples' mindsets, ideas, views and perspectives of institutions and how they should function, from excessively self-centred and political to become more aware of possibilities for collaboration and mutually inclusive development.

What does **institutional and systemic transformation** mean for an access point of view? Modification and enhancing of access. It means that the relevant systems and institutions must be identified for the purposes of enhancing or modifying access (municipality and other change agencies) and the systems and institutions (family, health systems, educational systems and institutions, economic systems and institutions) that must be transformed, changed or modified to bring about enhanced access. These must all be adopted, modified, changed or recalibrated to function differently to change the nature and extent of access.

**Phase 3: Emergent Transformative Outcomes:** refers to transformed outcomes progressively emerge from the transformation of institutions and systems to produce results and outcomes that are counter to the undesirable original *status quo*. Including less inequality, less steep social stratification, decreased power differentials, more cohesion which are all measurable by standard social indicators.

What are the emergent transformative outcomes for enhanced access? If the identified key institutions start functioning differently due to the changes made in the previous phase will transformed outcomes start emerging. As these systems and institutions and their actors and agencies become conditioned into a more accessible way of functioning greater access will become the new norm.

**Phase 4: Inclusive Access and Inclusive Well-Being** based on the idea of multiple forms of well-being. Wellbeing refers to more than just material or financial wellbeing. It does not suggest that material/financial wellbeing is not important, but it is not the only form of wellbeing and it is not necessarily top of the list for everyone.

- **Material Wellbeing** – includes financial satisfaction, lack of financial stress, feelings of financial security, subjective economic well-being, satisfaction with standard of living, satisfaction with material possessions, and an absence of a sense of economic deprivation, among others.
- **Emotional well-being** - the ability to practice stress-management techniques, be resilient, and generate the emotions that lead to good feelings.
- **Physical well-being** - the ability to improve the functioning of your body through healthy eating and good exercise habits.



- **Social well-being** - the ability to communicate, develop meaningful relationships with others, and maintain a support network that helps you overcome loneliness.
- **Workplace well-being** - the ability to pursue your interests, values, and purpose in order to gain meaning, happiness, and enrichment professionally.
- **Societal Well-Being** - the ability to actively and constructively participate in a thriving community, culture, and environment.

**What does it mean for access? It includes:**

- **Social well-being** that refers to ability to communicate, develop meaningful relationships with others, collaborate, form partnerships and maintain support networks
- **Spatial well-being** refers to institutional spaces, places, facilities, infrastructure that is appropriate, adequate, accessible, clean, healthy, environmentally sustainable, etc.
- **Economic well-being** refers to effective markets, fair trade and productive and satisfactory participation in an economy
- And finally, in **subjective / notional** terms well-being refers to a persons and community sense of self-reliance, contentment, well-being and happiness.

**In practical terms the morphogenetic approach will mean that achieving greater access must be approached in a phased and incremental way.**

- The first stage will entail creating conditions for transforming societal systems and institutions.
- The second stage would involve transforming systems and institutions.
- Stage three would see the emergent results of enhanced access
- and Stage four would be the long-term goal of a society of optimal access and inclusive wellbeing.

#### **4.9 The Importance of the ‘Notional’ Dimension – The First ‘Point of Access’**

Most ‘development projects’ are in some ways about the same issues. A social system in which some individuals and communities have been left behind, excluded or marginalized and who need to be enabled to acquire the capacity to function productively in the mainstream of society.

Ultimately, it is about enabling individuals and sub-communities to discover their own value and self-worth so that they can embark on a path of self-development and to be able to add value to society to be rewarded in accordance with their contribution to the society.

The Access Project place focus on spatial, social, economic and notional dimensions of access. Arguably, the notional aspect is the first and primary issue to be attended to if communities and individuals persistently do not respond positively to enabling opportunities.

If those who are supposed to facilitate / bring about greater access do not have a sense of why and how it is not going to succeed and if individuals and communities do not have a sense that they can achieve a better life they may not be able to respond positively to the enabling opportunities that may be created by way of spatial, social and economic interventions.

It is suggested that the first stage of the path towards greater or enhanced access is similar to the first stage of any significant personal or societal change, transformation or developmental process. It involves the notional dimension and among other things it requires a **shift of mindsets**.

**The notional dimension entails ideas, existing in mind, perception and** it is about how someone perceives a situation whether it is consistent with the empirical reality or not. This refers to perceptions on an individual / subjective or community / collective level.

For 'development' purposes, this is where the '**mindset**' issue comes in. The argument is that even before any concrete action or intervention is taken to improve the life of an individual or community the implementers and the beneficiaries must be able to see the value thereof. If the beneficiaries do not have a mindset that includes the possibility of a better life, the intervention will not be viewed and perceived as of true value in the sense of being a step towards a better life. And, thus, it is unlikely that the individual or community will respond in a way that utilizes that intervention in a self-developmental way.

Similarly, if **officials, politicians and other agents of change are restricted by mindsets** that are counter-developmental and counter-progressive (regressive or inappropriately conservative) they will become obstacles and not enablers of change, transformation and access.

The provision of facilities and amenities in the appropriate **spatial** locations, the provision of opportunities for **democratic participation** and the opportunities to participate in the local **economy** may all be approached with a short-term, unenthusiastic, uninspired, even opportunistic mindset. Most important, it is unlikely to be viewed as a means to enable / access to another dimension / or the next level of self/community development.

So, one may be perplexed about why the provision of housing, water, electricity, schools, transport, support for SMME's, the building of a community centre does not serve as catalysts for development, but the reason may be that **the proverbial 'first base' was not touched.**

The first point of 'access' is the mind! If the mindset is conditioned by the notions of deprivation, exclusion, marginalization, inferiority, worthlessness (low self-esteem) any positive intervention is likely to be interpreted as a mere isolated, short-term deviation from reality.

Thus, the notional aspect of access is about how an individual/community see themselves and how they see things that happen to them. If a person's self-perception is restricted and limited by negative ideas it is likely that they may also have a limited perception of how positive things that happen to them; things / events / interventions that may otherwise serve as an indicator of a real and sustainable improvement in their lives. Thus, they may respond positively in the immediate and short-term but are unlikely to integrate this positive event as a positive into their own self-perception and to see such events as potential steps forward in their own development.

This means that the **first step** in most developmental processes should be to determine the 'state of mind' of a person or community. If they have a self-restricting mindset the next action must be to introduce a mindset change programme to bring about change from what **Carol Dweck** calls a 'fixed mindset' to a "growth mindset".

In a **fixed mindset**, people believe their qualities are fixed traits and therefore cannot change. These people don't believe that they can improve their basic ability and talents. They believe that these are fixed traits, or they may believe that they will not be able to overcome the restrictions that are placed on them by the context / environment / society / their history. They also believe that having talent or not alone leads to success, and effort will not make a difference.

Alternatively, in a **growth mindset**, people have an underlying belief that their learning and ability (even intelligence) can grow with time and experience. When people believe they can get more

capable, they realize that their effort has an effect on their success, so they put in extra time, leading to higher achievement.

These are the type of things that a **Mindset Change Programme** would focus on to develop a growth mindset. It would enable people to ...

Acknowledge and embrace their weaknesses.	Learn to give and receive constructive criticism.
View challenges as opportunities.	Need for improvement does not mean failure.
Knowing their learning styles and using the right learning strategies.	Reflect on their learning every day.
Remembering that the brain can change throughout life.	Learn from the mistakes of others.
Prioritize learning over seeking approval.	Think of learning as “brain training.”
Focus on the process instead of the end result.	Cultivate grit.
Cultivate a sense of purpose.	Never stop learning. Set a new goal for everyone accomplished.
Choose learning well over learning fast.	Remember that it takes time to learn.
Reward effort and actions, not traits.	

The notion refers to people’s **state of mind** as individuals and groups which, finally and importantly, leads to what is described in this document as a person or groups **Mindset**.

**What is a mindset?** It is the established set of ideas, beliefs and attitudes held by someone. Stated differently, a notion or mental inclination or disposition, or a frame of mind. One’s mindset is one’s collection of thoughts and beliefs that shape one’s thought habits and thought habits affect how one think, what one feel, and what one does.

According to researcher Carol Dweck, there are two types of mindsets: a fixed mindset and a growth mindset. In a fixed mindset, people believe their qualities are fixed traits and therefore cannot change.

For the purposes of this project we can distinguish between a restricted and an enabling or developmental mindset. The first is negative about change and transformation and the latter is positively inclined towards change, transformation and action to enhance inclusive access

Fortunately, mindsets can change. As Carol Dweck explains: “Mindsets are just beliefs. They're powerful beliefs, but they're just something in your mind, and you can change your mind.”

Why is this so important? The approach followed in this project is to propose that Mindsets and Mindset Shifts are the key to opening the way and change and transformation; if one cannot make a shift from a restrictive to an enabling or developmental mindset one would not be able to envision or have hope for a better future. And if one cannot envision a better future then acting towards such a future will be almost impossible. So, all stakeholders – from beneficiaries of transformation to officials and other change agents – need to adopt a mindset that is focussed on progress.

Variations in mindset affect the ability to respond to economic challenges and opportunities; a restrictive, fatalistic, hopeless, inflexible or dependent mindset has a self-limiting, disabling and inhibiting effect on people WHEREAS an enabling or developmental mindset makes it possible for people to be more effective as agents of their own interests, to be assertive, problem-solving, innovative and entrepreneurial.

We distinguish between a confrontational, antagonistic, distrustful, adversarial mindset and a mindset that is informed by a developmental approach (instead of an excessively political approach) that enables collaboration, participation and co-responsibility and co-creation

## 5 Conclusion: Strategies for Creating Enabling Conditions to Enhance Access

This final section contains a Preliminary Conclusion based on the work done in the third year. The Conclusion is proposed as a way of achieving the long-term goal of Access for Just Cities. It uses the *morphogenetic theory of change* to produce recommendations in the form of **Five Strategies for Creating Enabling Conditions to Enhance Access**.

The Conclusion is summarised in six pages at the end of the document.

A Table is also provided to assist the reader to navigate through this section as Attachment A.

As explained earlier in terms of the **morphogenetic theory of change**, there are **FOUR GENERIC STAGES**, that the process of enhancing access will have to go through:

- **Stage One: Creating the Enabling Conditions to Enhance Access**
- **Stage Two: Implementation of Sustainable Systemic and Institutional Transformation** - bringing about change on a systemic level throughout the system / community to bring about enhanced access in a sustainable way
- **Stage Three: Emergent Transformative Outcomes** are the results of systems and institutions functioning differently because of enhanced access
- **Stage Four: Inclusive Wellbeing** is the long-term result of enhanced spatial, social, economic and notional access

This project, over the past three years produced insights that were, in itself, transformative of the participants' thinking about access **but the truly important first stage of the process is to create the enabling conditions for the actions to be taken by multiple parties, agents and stakeholders to achieve sustainable spatial, social, economic and notional access.**

This Conclusion is structured as is a guide for Stage One for the four stated above.

### ***The point of departure and outstanding conclusion***

The **outstanding message** from the work of the last three years is that action towards sustainable and meaningful spatial, social, economic and notional access for just cities are going to require a great deal of thoughtful and dedicated work to put in place the necessary enabling conditions for action to implement and enhance access in the areas where required.

It would be a project-defeating / fatal mistake to assume that access, like any other significant societal transformation process, can proceed without first preparing the relevant people (politicians, officials, other change agents and members of communities) to overcome the notional obstacles in the way of change.

The work of the past three years consistently came back to this insight and this Conclusion will reflect this broad consensus among all who participated in the work.

Thus, the rest of this discussion of the conclusion arrived at will focus on the following **FIVE STRATEGIES** that are required for creating the enabling conditions contained in Stage One of the

morphogenetic **theory of change**, adapted for the purposes of spatial, social, economic and notional access:

- **Strategy One: Create the conditions for dialogue about progressive change, transformation in general and specifically for enhanced access**
- **Strategy Two: Facilitate multi-stakeholder participatory decision-making with regards to access**
- **Strategy Three: Facilitate organisational adjustments to enable planning and implementation of enhanced access**
- **Strategy Four: Put the access problem in the appropriate conceptual, demographic, socio-economic, economic and spatial perspective**
- **Strategy Five: Adopt a dynamic and responsive approach to planning and implementation for access**

**As suggested above**, all five of the above strategies require some form of **notional adaptation or re-orientation – which we refer to as mindset shifts** – that must happen so as to enable people understand why a particular action is required or to optimise the action towards enhanced access. Thus, **mindset shifts are woven into the above five areas of strategic action.**

In the rest of this section the focus are on the above strategies. The discussion of each will contain:

- **General and Specific Statements or Constraint / Obstacles** – What is it that stands in the way of action towards change, transformation and enhancing access?
- **Explanation or Discussion of the Constraints** in the way of action to enhance access – How should we understand these?
- **Mindset Shifts:** How should the thinking of relevant parties change to make it possible to remove the constraint and to make transformative action and action towards spatial, social, economic and notional access possible? The desired mindset
- **Who Should Undergo the Mindset Shift** to enable action towards enhanced spatial, social, economic and notional access?
- **And Finally, Practical/Operational Recommendations** – What are the proposed practical / operational actions flowing from the changed mindset shift to achieve the goal suggested in the strategy enable action towards enhanced spatial, social, economic and notional access?

**Please Note: Due to the many headings and sub-headings it may be difficult to follow the ‘story-line’ of the following section. It is advised that the attached Matrix be used as a guide to navigate this section.**

## **5.1 FIRST STRATEGY: CREATE CONDITIONS FOR DIALOGUE ABOUT PROGRESSIVE CHANGE, TRANSFORMATION AND ENHANCED ACCESS**

### **5.1.1 General Statement of Constraint: Limited understanding of the need for progressive societal change, in the general and specifically, for bringing about greater access**

**Why is this the case?** This question can be answered in many ways. The following **FOUR specific constraints** emerged from the work done over the last three years and can serve as answers to the question:

- Too much self-interest and too little concern with the bigger picture or the common good
- Too little social cohesion, too much suspicion, too much distrust
- Too much dependence and too little awareness of the inevitability of interdependence
- Too much focus on needs that perpetuates dependency and too little focus on self-reliance

These four specific constraints in the way of action towards enhanced spatial, social, economic and notional access will now be discussed:

#### **5.1.1.1 Specific Constraint: Too much self-interest and too little concern with the bigger picture or the common good**

- This is the first specific obstacle or constraint that must be overcome to create the conditions for transformation and change of important aspects of a society. In other words, this does not only apply to enhancing access. Many societal problems, the problem of limited access included, should be seen from both a self-interest and common perspective.
- A social system approach to society will enable one to understand why there is a need for both self-interest and interest in the common good. The most basic definition of a 'social system' is a set of relations in which the sub-units (people, groups, etc.) are inter-dependent on one another. The main implication of such a definition of society is that, like the sub-units of any system are interdependent on one another, people are interdependent on one another to achieve a sustainable and good quality of life. We need to see enhanced access as necessary for enhanced positive interdependence.
- Theoretically, if anyone person in the social system does not fulfil his or her potential everyone else is negatively affected because the system (that is everyone) loses out on the optimal contribution that the unfulfilled person could make to the common good. For instance, if the youth is not fulfilled due to limited access to the means for actualizing their potential, not only adults but the whole society will suffer the consequences. Similarly, if adults are frustrated in achieving their goals, due to exclusion, youths will suffer some consequences. If people living in townships of NMB or a marginalised / peripheral suburb of Gothenburg are excluded from life chances that they need to fulfil their potential the whole society suffers the consequences. If people living in the suburbs are frustrated in achieving their potential everyone else will be negatively affected.
- Further, a system approach to society entails that the system/society does not belong to one particular group, but it effectively belongs to everyone who are in the system. It can be dominated by one group, but everyone has a stake. This means that a sufficient level of **multi-**

**sector co-responsibility** is a systemic necessity for a good or optimal system . The system constrains everyone and creates opportunities for everyone.

- **A Comment by Staffan Claesson:** *Gothenburg have over 100 municipal owned companies and administrations – a basic common problem now with forced co-operation in a multitude of issues where no one has the mandate to resolve conflicts of interest or the ability to set priorities and determine target conflicts. We have the keyword of co-operation for the bigger picture of the common picture all the time but it's getting worse. So, the key question of the public to public relation must be addressed in the same way as the private-public.*
- Access to what is on offer in the society as a system (which includes what people have to offer to one another) is important for everyone, everyone must contribute to the system and everyone should benefit. However, this requires that people must **work together** (collaborate) to improve the system because it is in everyone's interest. It is not an either / or but both; not either the bigger picture or the specific interests of subgroups. This is how self-interest relates to the common interest and this is, arguably, a pre-requisite for action towards enhanced spatial, social, economic and notional access.
- The word **enlightened self-interest** is used to explain that it is in one's own interest to be concerned about the interests of others or the common good; that persons who act to further the interests of others (or the interests of the group or groups to which they belong), ultimately serve their own self-interest. Inclusive access is in everyone's enlightened self-interest and a common good.
- The word **reciprocity** refers to a social norm of responding to a positive action with another positive action, rewarding kind actions. Reciprocity means that, for instance, in response to friendly actions, people are frequently much nicer and much more cooperative than predicted by the self-interested approach. A beneficiary of enhanced access is in a position to "return the gift" but an excluded person will be disenchanted and frustrated and unlikely to be make generous gestures to "the other".
- *Ubuntu* is a Nguni term meaning "humanity." It is often translated as *I am because we are*, or humanity towards others, or in Xhosa, *umntu ngumntu ngabantu* but is often used in a more philosophical sense to mean the belief in a universal bond of sharing that connects all humanity and is a poignant term to describe the necessity of inclusive access

Thus, based on the above, there is a mindset shift that is required:

***Mindset Shift 1: From too much self-Interest and too little concern with the bigger picture or the common good is required to self-interests AND the common interest***

Who should undergo this mindset shift?

- Everyone in a society where some people are being excluded, marginalized or have limited access particularly those who do not suffer from limited access. Everyone need to understand that inclusive access (access for all) is in everyone's interest, that is, the common interest

**Recommendation 1:** Create more awareness of the common good



- The question is: How does one stimulate greater awareness of the common good / how does one make people aware that excessive self-interest is self-defeating, thereby creating awareness that inclusive access is in everyone's interest? The following are some suggestions.
- Municipalities must collaborate with other sectors of society to create opportunities for people to engage and work together across historical social, political and economic divides so that they can appreciate the need to work together to achieve their own objectives. For an example of a municipality-driven programme look at a United Nations supported programme entitled ***The Common Good Project: Generating authentic partnerships for social impact***  
See: <https://sustainabledevelopment.un.org/partnership/?p=30194> This project place the focus on an **Awareness or a Public Communication Strategy** that was strategically allocated among the priority projects of the **Social Communication Department of the Municipality**. The programme facilitates cultural actions, awareness of important issues and social causes, donation of diverse items, occupation of public spaces, promotion of health and leisure services to those who need it most, as well as other actions which involve social responsibility and solidarity. For this, it acts as a bridge connecting people and institutions that need some kind of help with those who have possibilities to help through products or services. And put a spatial, social, economic and notional access slant to it!
- Ways must be explored to create more public understanding and awareness of the notion of inter-dependence and how it relates to access. For instance, work with institutions like universities and NGOs to develop awareness programs that focus on how self-interest is entangled in the common interest to enable everyone to see and understand the common interest (the bigger picture) and how their own interests fit into that picture. It is essentially about educating people about the lives of people that they are not aware of and to enable them to understand why they should be aware, interested and concerned about others that inhabit the same social system as they do. Make people aware that enhanced access bring people together in a positive way
- Deliberately promote norms and values that bring people from diverse backgrounds closer to one another through projects, events, activities that promote reciprocity, Ubuntu, enlightened self-interest. Work around themes that focus on spatial, social, economic and notional access

#### **5.1.1.2 Specific Constraint: Limited social cohesion, too much suspicion, too much distrust and avoidance**

- This is, also, a constraint that must be overcome for any sustainable transformation, and enhanced access, to take place. The problem is that limited access to the means to improve people's life chances, social exclusion and social inequality leads to distrust, suspicion and avoidance. And, conversely, distrust, suspicion and avoidance makes it difficult to take the necessary actions to increase access. Distrust is both the cause and a symptom; a kind of Catch 22 situation - a problematic situation for which the only solution is denied by a circumstance inherent in the problem. To illustrate, it is like losing something but if the thing lost is one's glasses, one cannot see to look for them — that is a Catch-22. We need trust for the actions required to bring about more access, but more access is required to bring about trust.

Whichever way you look at it distrust, suspicion, avoidance etc. are damaging to the necessary social cohesion (social capital) for a health society. It is a complex matter.

- Stina Hansen quotes Rousseau (et al. 1998) to describe trust as “the willingness to be vulnerable based on positive expectations of the intentions and actions of others”. Trust does not happen easily in a country like South African with its history of deep divisions and acute inequality; this has led to serious levels of suspicion and avoidance and distrust.
- Sweden never had such deep levels of inequality but also succeeded in overcoming significant inequality over many years. The Swedish society is today associated with high equality and high levels of trust. And also, it is one of the countries in the world associated with the highest levels of trust among people and trust of government. The danger is that recent tensions in relations between communities of people from predominantly foreign origin and the mainstream of society could deteriorate and lead to socially harmful levels of distrust.
- By enhancing access, the social inequalities can be reduced, laying the foundations for a more open, engaging, collaborating and mutually trusting society. The difficulties of limited trust as a cause and a symptom must be understood and attended to.
- See the paper by Becky Carter on Interventions to Increase Levels of Trust in Society See: <http://www.gsdr.org/docs/open/hdq941.pdf> which provides illustrative cases of interventions that have involved building and/or measuring trust levels in society have been found in four areas:
  - Social accountability
  - Community-driven development
  - Tax-related interventions
  - Transformative social protection

Based on the above, there is a second mind shift that is required:

***Mindset Shift 2: From suspicion, avoidance and distrust to an engaged, dialogical, collaborative approach that produces trust***

**Who should undergo this mindset shift?** Same as in Mindset Shift 1.

**Recommendation 2: Put the notional dimension on the agenda**

- **Put the notional/psychological dimension of change appropriately on the agenda.** It was suggested that there is a need to professionalise the ability to capture notional factors of importance for improved.
  - There is also a need for professionals to assist people - from people in key positions to the ordinary citizen in South Africa and perhaps in particular communities in Gothenburg - to understand the psychological and socio-psychological and the broader notional aspects of human relations.
  - Professionals and experts in the human and social sciences will have to assist with societal transformation, in particular, to overcome the divides between people in situations like the ones being addressed in the Document.
  - It is indeed surprising that the profession of Psychology does not feature more prominently in the projects and programmes being implemented by municipalities and other change agents.

- NGOs should be encouraged to present Mindset Change Programmes like the ones by Carol Dweck but adapted for local conditions
- Utilise all the means available to create situations and experiences where people can learn to overcome distrust. Take note of the research in Social Psychology that suggests that people learn to overcome stereotypes and distrust when they learn that they need one another.
  - Create safe spaces for every-day life activities and especially for participatory activities regarding community development. This could include video cameras at sub-urban squares to monitor criminal activity like drug dealing
  - Explore tools and activities for building trust and notional like participatory budget
  - Learn from good examples from local knowledge acquisition and collaboration e.g. Selma) centre (public driven) , Nya Hovås (private driven), Ubuntu Centre (NGO driven)
  - Consider multisectoral nodes
  - There are several ongoing initiatives in both Cities (and elsewhere) that involve citizen participation, local knowledge acquisition and neighbourhood building. Identify and highlight the key success criteria and replicate them in appropriate situations.
- Use sport and recreation to provide opportunities for creating trust It provides opportunities to develop valuable relationship and other skills. Amateur level, non-profit sports organizations are also hands-on and usually provides easy ways to hone abilities that most people have too little of like sharing knowledge, being emphatic, planning ahead, addressing a group or crowd with important information, helping others reach further together in order to reach goals where one individual is not enough, etc. These skills can also be used when looking for employment, seeking your own home, or gathering like-minded acquaintances for a common cause.
- Encourage the acquisition of relational and other related skills like:
  - Leadership – how to be a positive role model
  - Planning events
  - Teaching basic sports skills
  - How to talk to groups and crowds
  - First aid and other emergency skills
- Action to make enhanced access possible is going to be dependent on the extent to which to which a conducive socio-psychological environment has been created in a particular social system. This is a dimension that is rarely acknowledges, let alone adequately addressed.

### 5.1.1.3 Specific Constraint: Excessive dependence and too little awareness of the inevitability of interdependence

- Exclusion and limited access is disempowering and disabling in the sense that people who are denied access to the means to achieve their potential, become dependent on others to meet their needs and are also denied the opportunity to make their contribution to the common good or the system which, again, means that everyone else also loses out. **Limited access is a lose-lose situation.** On the other hand, as stated earlier, a good system is one in which there are equal opportunity to self-actualisation and consequently equal opportunity to contribute

to the inclusive wellbeing. People who live in the same social system are interdependent on one another in this sense of the word, whether they like it or not. **A good system with equal access for all is a win-win situation.**

- South Africa is characterised by high levels of dependence. Millions of people are dependent on the Government for basic housing, services and an income from social grants. This is unhealthy for the whole society in many ways. At its optimum the Swedish (Nordic Model in the broader sense) society is an example of high levels of self-reliance and awareness of interdependence. This is part of one of the best social welfare systems in the world; one that does not perpetuate dependence but rather contribution and benefit for everyone. However, pressure has been building on the Swedish system in recent years and it is imperative that the Swedish excellence in this regard not be compromised. Moreover, South Africa has much to learn from this.
- There is a need for more awareness about how humans in societies are inevitably interdependent and there is a need to emphasise that we need relationships with others. Through interdependence we reach a perception of what we can do it and how we can cooperate. Dependent people need others to get what they want. Independent people can get what they want through their own efforts. Interdependent people combine their efforts with the efforts of others to achieve greater success. Interdependent people have the opportunity to share themselves meaningfully with others and also have the vast resources and potential of others to utilize. Optimal spatial, social, economic and notional access and optimal positive interdependence are mutually-reinforcing

This leads to the next mindset shift:

***Mindset Shift: 3. From a mindset that accepts and perpetuates dependence to an understanding of the inevitability of interdependence***

**For who is this?** Everyone!

**Recommendation 3: Enhance awareness of the inevitability of interdependence**

- The recommendations above also apply here.
- **Take action to increase awareness of interdependence and reduce accentuating difference.** Action towards spatial, social, economic and notional access can be complicated by adversarial politics and the media that sensationalise and exaggerate difference. It is incumbent on government, educational, religious and other institutions to accentuate what people have in common and provide opportunities for people to learn and experience mutuality and inter-dependence. Research shows that actual experience of inter-dependence (not just exposure to one another) in micro levels contexts are required to overcome prejudice and stereotypes.

**5.1.1.4 Specific Constraint: The problem of too much focus on needs that perpetuates dependency and to little focus on assets, self-reliance, resilience and opportunities**

- Inclusive access contributes to social sustainability which is about a society's ability to handle complex issues and reproduce itself as a functional system even in times of crises, chaos and threats

- This ability is formed and maintained in a context that gives space for the participation of individuals and enables them to understand the context and have confidence to share and contribute. Such contexts are optimized by inclusive spatial, social, economic and notional access
- There is a need for approaches and working methods that value a diversity of actors that work together, sharing competence, resources and power so that focus can be on agency, resources and opportunities available and not only on deficit and needs.
- Resources are not often not outside of one's own context. Access to resources within are often more powerful and sustainable than access to external resources.

This leads to the following mindset shift:

***Mindset Shift 4: From a focus on needs that perpetuates dependency to focus on enabling and empowering agency, own resources and opportunities for development***

#### **Who requires this?**

- It is vital for everyone to understand the value of utilising own assets and resources instead of over-dependence on external resources. And that a needs-driven approach can be disempowering whereas own-resources, asset- and opportunity-driven approach can be significant in building local agency, self-reliance and resilience .
- This approach can easily be misunderstood as being insensitive to the plight of disadvantaged and excluded sections of society because it may seem as if it disregards the importance of unmet needs. However, this mindset shift is vital for people of disadvantaged communities to overcome excessive dependence and for people with good intentions who end up making disadvantaged people and communities with “hand-outs” that undermines, self-reliance and resilience and does not solve problems but rather exacerbate them. For instance, it is preferable that people be enabled to build their own houses that it be given to them without any expected effort from their side. Also, it is better that people learn to produce their own food (like vegetable gardens) rather than being dependent on soup kitchens and donations of food.
- Spatial, social, economic and notional access is therefore both access to what one does not have but also to what one already possess or has access to but does not appreciate the value and potential thereof.

**Recommendation 4: Give more attention to how communities can be encouraged to be less dependent on government support and how to utilise the opportunities that are presented by community-based assets**

- Municipalities should give more attention to how communities can be encouraged to be less dependent on government support and how to utilise the opportunities that are presented by community-based assets. The Asset Based Community Development (ABCD) approach.

(See the work of John P. Kretzmann and John L. McKnight) is a valuable source of guidance in this regard.

- An asset-based approach to access must not be adopted in a single-minded fashion and seen to replace a needs-based approach. There is no doubt that, in communities as the ones focussed on in this project, there are legitimate needs that can only be being met and access that can only be achieved through external assistance. This recommendation calls for distinguishing between what communities and individuals can do for themselves and what they need assistance with.
- NGOs, Schools, and post-school education and training institutions should be encouraged to focus on self-reliance, resilience and the utilisation of local community assets
- Municipalities and other agencies should be encouraged to focus on approaches and working methods that value a diversity of actors that work together, sharing competence, resources and power so that focus can be on agency, resources and opportunities available and not only on deficit and needs. These refer to, *inter alia*, to the following:
  - Utilize what is available, people's strengths, abilities, engagement and will to contribute to strengthen mutual relations in communities and society as a whole. It utilize facilities and amenities more efficiently.
  - Enable and facilitate the shift from dependency to agency in both in public administration, among residents and different actors. It refers to human resources, community resources, facilities and opportunities for development and self-reliance.
  - Enable people to be more self-reliant by making them aware of their inherent abilities.
  - Encourage people to work with other people: partnerships, collaboration, co-creation.
  - Facilities can be used more effective and for common good – example a school can be a community-school.
  - Relations can be strengthened, and communities can be more resilient and competent.
  - Unmet needs that can be used as opportunities: unmet demand for products of services that provides opportunities for entrepreneurs, the absence of community economy that provides opportunities for local economic development

## **5.2 SECOND STRATEGY: FACILITATE MULTI-STAKEHOLDER PARTICIPATORY DECISION-MAKING WITH REGARDS TO ACCESS**

Progress towards a more inclusive society will require the adoption of a more participatory decision-making. This requires governance structures and processes of decision-making and action that involves more co-responsibility, co-creation and co-ownership. It will also require contextual solutions and understanding the emergence of solutions along a development path.

Spatial, social, economic and notional access cannot be imposed from above in an authoritarian way!

### **5.2.1 General Statement of Constraint: Imposed, predetermined solutions, blue-prints and politico-ideological solutions, little appreciation for diverse context and the absence a developmental path for the sustainable solutions**

There are two specific constraints that must be overcome:

- The problem of imposed, predetermined solutions, blue-prints and politico-ideological solutions
- The problem of an absence of a developmental path

These two specific constraints will now be discussed:

#### **5.2.1.1 Specific Constraint: The problem of imposed, predetermined solutions, blue-prints and politico-ideological solutions and too little appreciation of the complexity and uniqueness of each context**

- Imposed, predetermined solutions like blue-prints and politico-ideological solutions are problematic because they are not grounded in a local context. They imply that contexts are similar. They deny the variety within contexts and neglect the significance of complex issues. Imposed solutions imply that we can predict the future which is impossible. Imposed solutions will undermine and defeat the empowering intention of spatial, social, economic and notional access
- Participatory processes is a way to improve social/democratic access as well as notional access and the sense of belonging, equal worth and cultural recognition. Moreover, multi-stakeholder participatory decision-making is vital for solutions to 'stick' so that everyone can to take co-responsibility for positively enhancing access
- Specific provision must be made youth participation and contribution. More progress have been made in Gothenburg and the NMB need to learn from this experience
- To create accessible and just cities with good quality of life for all citizens there is a need for a mind shift at a policy and strategic level as well at the operational level in municipality-work. This entails an awareness that:
  - Excessive and inappropriate centralisation and imposition is disempowering
  - The best developmental results emanate from participatory processes where ordinary people get the opportunity to make their voices heard about the issues that affect them
  - Participatory processes benefit from the innovation and originality of co-creation and the sustainability of co-ownership and co-responsibility
  - Participatory processes bring diverse context and perspectives into play
  - Participatory processes provide opportunities for co-creation, provide opportunities for emergence of development from the bottom up to move from monopoly to pluralism and strengthening local democracy and local agency
- A word of warning, though. Participatory processes can also be abused and misused. It has been said that democracy is the worst form of government except all the others that have been tried. Democracy and participative decision-making must not be seen as an end in itself; it is a means to an end. Democracy should lead to better decisions for better action and implementation. There is a tendency in South Africa to get caught up in endless political discourse, protest politics and forms of participation that that does not result in solutions. Instead it leads to unnecessary and endless meetings and a failure to reach sufficient/workable agreements that enables progression to meaningful action and implementation.

Thus, the following mindset change is required:

**Mindset Shift 5: From imposed solutions to participatory processes that appreciate the complexity and uniqueness of each context**

**For who?** It is important for politicians, officials and communities to appreciate the challenges of development otherwise change will not be sustainable and action towards meaningful access will not occur

**Recommendation 5: Create Structures and Processes for Participatory Decision-Making**

- A social system characterised by **co-responsibility and co-ownership** requires that the relative importance given to politics in different societal context must come under scrutiny. We must always be aware that politics is about power and political power has its light and dark side.
  - While Limits on political freedom is a serious problem but too much of the wrong type of power and politics is also dangerous.
  - Arguably, South Africa is over-politicized to the extent that it has a paralyzing effect on developmental action, implementation and execution of policy and decisions.
  - Swedish society is, again arguably, in a very different place in recent time. Getting used to living without the historical consensus and the messiness of political pluralism may be the current challenge for Sweden.
  - However, in both societies it would be wise to encourage opportunities for non-political sectors of society (civil society, business and academia for instance) to become more engaged in policy debates and debates about issues like development and access.
- The political aspect / institution requires healthy limits otherwise society turns into a talking contest with too little action and talk about action towards spatial, social, economic and notional access will remain just that – talk! To address this problem, consider:
  - Setting mechanisms to undo political stalemates and bottlenecks that occur when politics becomes excessive. Like the *ad hoc* intervention teams found in the UK and Australian governments
  - Set limits to meetings, makes rules like “leave your political cap at the door” so that people can feel free to speak their minds, structure meetings to focus on issues and to reach conclusions
  - Always put the action / implementation / execution aspect on the table.
  - Promote respect for everyone; don’t forget that we are dealing with human beings with real lives and not political pawns on a chess board
- For meaningful action towards spatial, social, economic and notional access, promote the idea of ‘adjustive planning’ to overcome the obsession with blue-prints, master plans and rigid forms of planning. Find a balance between participation and implementation
- **Promote decentralisation to community levels wherever feasible.** This includes respect for context, diversity, pluralism, policies that respond to needs, opportunities and priorities defined by citizens, that are understood and accepted by affected citizens and other stakeholders



- **Develop local and municipal youth councils.** Stop guessing what the youth want and find out for real. There are several years of experience in the matter to be shared for free from Gothenburg, and on-line platforms are the most readily available tools to use in sharing those methods and ideas and developing forums that work at the local level.
- **Develop a sense of perspective regarding politicians and their role in society amongst the youth. This means a perspective that politicians are not to be idolised as role models.** They are, after all, servants of the people. Make sure that politicians are not over-paid, don't have lavish perks! Stop being coy and cautious about politics! Let politicians work with the mandate that they have been given instead of citizens becoming the servants. We all have to learn how to get this right, but the Swedish system is in some ways an example for South Africa.

#### 5.2.1.2 **Specific Constraint: The problem of an absence of a developmental path for the contextual emergence of sustainable implementation of solutions**

In the absence of a well-thought-through developmental path from limited access to optimal access it is difficult to understand a number of important aspects of change and transformation towards more and better access:

- Firstly, it would be **difficult to understand that the alternative to the *status quo* takes time to emerge.** Some people will understandably be impatient and want to speed up the process of enhancing access and others may want to go too slow. Transforming a situation of limited access to an optimal state of access will take time but should be approached with urgency. Even if it is a pragmatic, planned and a targeted process it is unlikely to be a smooth linear line of progression.
- Secondly, it could be **difficult to appreciate how context and action are related to one another;** that to facilitate transformation to more access requires that both the complexity and uniqueness of each context be appreciated, and the perspectives of all relevant stakeholders (people in positions of power, officials, and ordinary people) must be understood. Without a rigorous contextual analysis of spatial, social, economic and notional access, it will not be possible to understand what in the context constrains and what enables stakeholders to act towards greater access. It is also important to appreciate that every action to modify access opens up new possibilities which means that a new assessment of the context and agency is required at regular intervals.
- Thirdly, it may be **difficult that understand why each stage of towards enhanced spatial, social, economic and notional access must sufficiently be completed to lay the basis for the subsequent stages of access or development.** While it does not mean that many things does not and should not happen simultaneously, a developmental path will clarify how some aspects of development and access come before other aspects and to jump over stages or to rush stages of development could lead to development failure.
- And, **fourthly, it is may not be obvious what the stages of transformation and action towards enhanced access in every context may be.** Generically, it requires a coherent plan to design stages for the creating of conditions, effective implementation of systemic and institutional

transformation for greater access that would produce emergent results towards a future of inclusive wellbeing

This requires a developmental mindset:

*Mindset Shift 6: From imposed ideological/political solutions to a coherent and contextualised developmental path that charts the way from the undesirable status quo towards a desired future of optimal access, inclusive wellbeing and a just society*

**Recommendation 6: Create the Conditions for a Development Path from the undesirable status quo towards a desired future of optimal access, inclusive wellbeing and a just society**

**Comment by Staffan Claesson:** *How does a national model fit into the community or municipal level? I see the absence of scenario planning when it comes to development path – there could be many paths to choose from as the text suggest, but still much more could be done to test scenarios and options with case studies using new developed scenario techniques.*

- **Learn the following from the Nordic Model.** It is not so much about adopting the specific content but the process of autonomous contextualising. The Nordic countries does not ignore other models, but they did not feel pressured to adopt any of those other models the as is; instead they used their autonomy to **pick and choose from other models to make their own in a way that makes sense in their own context.**
- Most of all, **respect your own context.** in each specific context, commit to a developmental timeframe, regular contextual analysis and an incremental and staged process from low access to inclusive access; from the undesirable status quo to the desired future
- Focus on Stage One which includes:
  - **Address excessive conflict** to create a climate for dialogue about access
  - Engage the relevant stakeholders in multi-perspective dialogue about access
  - Devote enough time to **assess mindsets as potential obstacles** to change and empower stakeholders and agents of change with the right mindsets to understand the need for access
  - Design the **plan / process in a participatory** way that includes an **agreed vision** of the desired future that contains a vision of an accessible society/community
  - Gather the relevant contextual data and information:
    - demographics
    - socio-economic
    - spatial
    - and notional

**Use available methods and techniques (mapping) to capture, analyse and plan for change and to conceptualise the desired future.** Use statistics and maps to conceptualise the desired future: what does optimal access look like in a statistical and spatial/physical sense? **State the undesirable present situation in detail: spatial, quantitative (social and economic) and qualitative (notional).** **Determine the targets for the progress from the present to the desired future**

- **Use “low-hanging fruit” to provide opportunities for rapid progress** and to experience success with regards to spatial, social, economic and notional access

- **Anticipate the need for regular re-analysis of contexts** so as to adapt plans and strategies to changing conditions of spatial, social, economic and notional access
- Prepare for a **follow-up/next phase of the Gothenburg/NMBM collaboration** should focus on Stage Two that will be to:
  - **Focus on the implementation of systemic and institutional transformation for enhanced access.** Use the outcome of the first stage to build stage two: shift the focus to system and institution transformation - education, economy, health and other societal institutions - to make just access sustainable
  - Set up the conditions for the subsequent **stage three which is the emergent outcome of stage two** to achieve the long-term goal (stage four) which is the desired future of optimal access, inclusive wellbeing and a just society
  - **Keep looking towards the desired future** (vision-driven) even when the road/path becomes steep, difficult or long

### **5.3 THIRD STRATEGY: ORGANISATIONAL RE-ALIGNMENTS / ADJUSTMENTS FOR THE EFFECTIVE IMPLEMENTATION OF ENHANCED ACCESS**

Organisational re-alignments / adjustments are very important for the successful implementation of enhanced access and for it to achieve its desired effect. This refers, specifically, to the way in which a Municipality as an organisation deals with complex multi-disciplinary issues like enhancing spatial, social, economic and notional access for making cities more just. [see Toolkit of First Project]

#### **5.3.1 General Statement of Constraint: The tendency towards silos in bureaucracies and the debilitating effect thereof on addressing multi-facetted and multi-disciplinary issues**

##### **Discussion**

- In traditional planning for an area, project managers have sectoral/silo-based interests. Projects are biased towards prioritizing one particular discipline. There has been a lack of multidisciplinary perspective in work processes and solutions. However, single dimension solutions are not sustainable for promoting enhanced spatial, social, economic and notional access.
- Traditional bureaucracies tend to deteriorate into silos which become dynasties of power that effectively deny the complexity and interwoven nature of most contemporary challenges. This is likely to be the case with how spatial, social, economic and notional access is approached in most municipalities
- Organisational silos are counter-developmental and does not serve anyone's real interests. If we accept and embrace the complexity of reality it becomes essential and obvious that we will also work transversally across disciplines with a focus on issues instead of departments and portfolios. By adopting this mindset shift, physical, social, economic and notional needs can be addressed in projects thereby enhancing access in these dimensions for citizens.

The following mindset shift is required:

*Mindset Shift 7: From a simplifying silo project approach to an approach that embraces complexity, multi-disciplinary, trans-disciplinary urban management perspective and transversal action and planning*

**For Who?** This is vital for effective implementation; officials and other implementation agencies

#### **Recommendation 7: Adopt an urban management approach**

- **To adopt a more inclusive and transversal approach** towards project planning and implementation to include multiple skills in programme conception formulation and implementation of enhancing spatial, social, economic and notional access.
- **Adopt an urban management approach**, in general and specifically with regards to spatial, social, economic and notional access. This need to involve a multiplicity of activities in a particular area that covers the full spectrum of the developmental aspects of a particular community, including aspects such as safety, economic opportunity, services and amenities, transport, basic infrastructure, culture, climate change and environmental needs.

### **5.4 FOURTH STRATEGY: PUTTING THE ACCESS PROBLEM IN APPROPRIATE PERSPECTIVE**

It is not going to be easy to address the challenge of enhancing spatial, social, economic and notional access if the nature and extent of the problem is not well-understood.

**5.4.1 General Statement of Constraint: Not everyone agrees that limited access is a problem and when regarded as a problem it is often approached from an outmoded transport-oriented approach, with limited information or an underestimation of the role of technology as part of the problem and as part of the solution.**

**5.4.1.1 Specific Constraint: The problem of acceptance, tolerance or even justification of exclusion**

- People will not automatically be aware of the nature and significance of the problem of limited spatial, social, economic and notional access and should be a priority for everyone.
- In the NMBM exclusion and limited access is the reality (the norm) for many people. This is the case for people who live in communities of predominantly people from immigrant origin in Gothenburg.
- People who have limited contact with excluded communities may be oblivious to nature, severity and implications (even for them) of limited spatial, social, economic and notional access

This requires the following mindset shift:

*Mindset Shift 8 : From a mindset that accepts, tolerates or even justifies exclusion to a mindset that accepts the necessity of optimal access and inclusion as inevitable*

**Who?** Everyone must be made aware of the need for optimal access for all

**Recommendations 8: Create awareness of the necessity of optimal access for all**

- Similar to the first three recommendations are also applicable
- Awareness creation, education and information about spatial, social, economic and notional access to enable people to get over ignorance, apathy and inertia and to take the first steps towards overcoming exclusion.
- Get information in the undesirable state of affairs. This involves using the techniques referred to in this document to gather quantitative and qualitative data about spatial, social, economic and notional access and find ways of informing the public without sensationalising or playing politics

#### **5.4.1.2 Specific Constraint: An outmoded transport-oriented approach**

##### **Discussion:**

- Approaches to accessibility have traditionally been dominated by traffic engineers with a primary consideration being that of mobility. Strategies aimed at increasing the availability of access are often based upon increased supply of goods and services, which has contributed to urban sprawl, an ever-increasing need for new infrastructure and a consequent increasing dependence on fossil fuels.
- This has direct consequences for the environment, segregation and congestion. It is also expensive and less sustainable as it requires a long-term budget allocation.
- The transition from mobility-oriented development to access (in all dimensions) oriented planning shifts the focus from means of transport and infrastructure as primary planning objects, to the focus of individuals and everyday life. This has significant implications for spatial, social, economic and notional access.
- From the citizen's perspective, access concerns every aspect of everyday life and how it is organised. The municipality has a role to make access as sustainable as possible and social aspects are very important. For example, how different groups' opportunities, needs and wishes are expressed and can be met.
- Interpretation of the concept of accessibility and access as well as ongoing role of access in overall improved quality of life needs to be appreciated and clearly demonstrated. It becomes important to incorporate clear models to highlight the breadth of access and accessibility with a focus on social, economic, democratic and perceived perspectives.
- Although physical infrastructure has a major impact on isolated communities there are other ways of affecting a community's access to the necessary resources in everyday life, both in the short and long term.
- The broader understanding of proximity refers to
  - Shifting from centralised to decentralised problem solving in addressing spatial, social, economic and notional access

- Financial and policy investments that optimize scarce resources and use/reuse existing resources to enhance spatial, social, economic and notional access
- Multi-perspective urban development and redevelopment for enhanced spatial, social, economic and notional access.
- Adoption of new technology to enhance spatial, social, economic and notional access

The following mindset change is required:

*Mindset Shift 9: From a proximity and transport-oriented approach to a focus on a broader understanding of access that incorporates spatial and non-spatial aspects particularly socio-economic wellbeing.*

**By who?** This is vital for effective implementation; officials and other implementation agencies

**Recommendation 8: Focus on all aspects of access as opposed to proximity and transport**

- Researchers and planners are sometimes uncertain about how concepts such as mobility (mobility), accessibility, proximity and location relate to each other. A fundamental step is to create a mutual understanding and a common language for development practitioners and decision makers who aim to increase sustainable accessibility.
- The transition from a mobility-oriented approach to access to a broader concept shifts the focus from means of transport and infrastructure as primary planning objects, to the focus of individuals and everyday life. From a citizen's perspective, it is about how the entire everyday life can be organized in a sustainable way. In addition, non-spatial socio – economic aspects become important, such as how different groups' opportunities, needs and wishes are expressed and can be met.
- Interpretation of the concept of accessibility and access needs to be noticed and demonstrated (in a systemic and sustainable way). It must be highlighted that it is also an economic and ecological perspective in this transition.
- Incorporate clear models to highlight the breadth of access and accessibility with a focus on social, economic, democratic and perceived perspectives. This applies not only to new development practices but also to existing control and management systems we already use.
- Conduct and systematize community spatial, social, economic and notional access profiles and area profiles on regular basis.
- If it is necessary, for new infrastructure for transport - optimize scarce resource by following the four-step method. The method means that traffic measures should be analysed in the following order:
  - Step 1. Measures affecting transport demand and choice of mode of transport This includes planning, control, regulation, influence and information campaigns to reduce transport demand or transfer travel and transport to more efficient modes of transport.
  - Step 2. Measures to make more efficient use of existing road network This step is the planning and impact of using existing road networks more efficiently, more securely and more environmentally friendly. Use audits on traffic-intensive streets are examples of measures in this step.

Step 3. Minor road improvement measures Includes improvement measures and redevelopment of existing situations, such as road safety measures or sustainability measures. Placing rails on roads without railing are examples of measures in this step.

Step 4. New investments and major redevelopment measures Includes rebuilding and new construction measures that often take up new land, such as new roads. Mobility management

Steps 1 and 2 are known internationally and in Sweden as mobility management measures. They act in various ways to make the use of transport and infrastructure more efficient. The purpose is to influence the journey or transport before it begins. Mobility management is thus not a panacea that replaces or excludes technical solutions. Rather, mobility management is a complement; a reinforcing agent that gives new or existing technical solutions a greater effect. The fact that Mobility management can sometimes completely eliminate the need for new infrastructure is a bonus, not a rule. Mobility management can be seen as the software (knowledge, attitude and behavioural influence) which allows us to make better use of the hardware (physical measures).

#### **5.4.1.3 Specific Constraint: Lack of relevant information to understand the nature, extent and implications of limited access**

- The problem of limited information to enable a better understanding of access in terms of the social, economic and spatial dimensions will require diverse forms of data and information:
  - Demographic
  - Socio-economic
  - Economy
  - Services
- It also requires diverse methods and techniques to obtain, analyse and present data and information so that it can improve understanding and the quality of decision-making. These include the use of GIS mapping and determination of optimal ratios of facilities, amenities and service provision relative to space, population size and density.

Thus, there is a shift of mind required:

*Mindset Shift 10: From ignorance about the nature, extent and implications of limited access to being informed and concerned*

**By who?** Politicians, officials, change agents, citizens

**Recommendation 10: Use the relevant methods and techniques to capture, analyse and enable action to enhance access**

- Promote **evidence-based** problem-solving, policymaking, practice and decision-making in general but specifically with regards to spatial, social, economic and notional access
- Promote the **functional use of Census and other statistics** to understand communities in terms of spatial, social, economic and notional access
- **Use internationally recognised indicators** to conceptualise the desired future of spatial, social, economic and notional access

- Work out what and illustrate what optimal spatial, social, economic and notional access look like in a statistical and spatial/physical sense

#### 5.4.1.4 Specific Constraint: The prevailing thinking and practice / reality about economic development is not enabling

##### Discussion:

- Creating an enabling environment for emergent businesses and entrepreneurial development is a great challenge, an art and a science. It should not be approached lightly
- Starting and sustaining a business in South Africa townships and communities on the urban periphery in Gothenburg are evidently not easy and there are a host of typical and persistent challenges being experienced entrepreneurs. These challenges should be understood, and the municipalities can learn from one another about these and how to overcome them.
- Townships and peripheral communities in Gothenburg are **economically underdeveloped** and there appears to be insufficient awareness of the need to catalyse local community economies in municipal circles.
- Governments are not the ideal agents of economic development and it is imperative that other sectors of society contribute to overcoming this obstacle and that government performs its appropriate and specific role to create an enabling environment
- The notional aspect with regards to economic development in South Africa townships and communities on the urban periphery in Gothenburg is self-defeating, not enabling and not developmental. Communities are characterized by a culture of dependency.
- Lack of enabling conditions for economic development. The list of obstructions are long:
  - Limited spatial provision for economic development in residential areas
  - Limited and non-existent infrastructure
  - Limited and non-existent BDS
  - Limited and non-existent Entrepreneurial Training
    - Vocational Schools
    - Vocational Adult Training
    - Training for employability
    - Internships
    - Apprenticeships
    - On-line training and support
  - The role of Partnerships, mentoring, coaching
  - The opportunities of clustering and incubation
  - More advanced strategies like Community Wealth Development

Municipalities have a role to play with regard to all of the above

A major mindset shift is required to facilitate inclusive access and economic development:



*Mindset Shift 11: From dormitory / economically under-developed communities to economically vibrant hubs*

**For who?** Politicians, officials, change agents, citizens

**Recommendation 11: Adopt a state-of-the art community economic development approach to enhancing economic access**

- There is a need to create a more enabling environment for local entrepreneurs in in South Africa townships and communities on the urban periphery in Gothenburg
- Invest in programmes to enhance the skills of entrepreneurs to run their business efficiently. There is a need for entrepreneurship development programmes, which caters for technical, business development and interpersonal skills.
- The government should partner with the private sector as well as experienced businesspeople to provide the mentoring and coaching of emerging entrepreneurs. In business, as in other things in life, role-modelling plays a crucial role in shaping those.
- Hubs (industrial and business parks) are required based on the model that occupation should be short-term. In line with the international norms of Rapid Incubation Model maximum number of years in which entrepreneurs can be housed within the incubation facilities should be three years
- There is a lack of market/market access and information to sell their products within the township communities on the urban periphery in Gothenburg
- There is a lack of operating facilities/spaces/land within the township communities on the urban periphery in Gothenburg.
- The municipalities should use the regulatory environment to create markets for emerging entrepreneurs, in particular in products, where the government is a major buyer. For instance, food that is commonly used in feeding schemes in hospital and schools, clothing, footwear, textile and leather, building materials, furniture and so forth.
- The other problems are related to the provision of municipal and government services such water, sanitation, and electricity.
- Encourage local youth entrepreneurship initiatives by supporting through localities, free Wi-Fi, and other basic office needs
- Access to enabling amenities does not necessarily have to come for free but should be well subsidized to show that the municipality and government care about aspiring businesspersons who set a good example to their local communities.
- One way of supporting such ventures might be using methods from so called microloans as implemented by the Grameen Bank in economically strained areas of the world. Another method could be short-term internships at larger firms, with the goal to raise the level of skills and knowledge for the fledgling entrepreneurs.

- Another suggested way forward is the model of New Enterprise Centre (Swedish “NyFöretagarCentrum”), a joint support centre for new businesses, funded by both governmental grants and larger companies, as well as work unions and municipal employment agencies.
- Identify and offer more entry-level job opportunities for young applicants both among official and private entities

#### 5.4.1.5 Specific Constraint: Severely unequal access the information and communication technology - the “digital divide”

##### Discussion:

- It is widely suggested that access to technology and the “ownership of data” is going to be what divides the ‘haves’ and the ‘have nots’ in the future
- Access to a computer and access to the Internet is the proverbial thin edge of the wedge. In the future Artificial Intelligence (AI) and bioengineering could bring about levels of inequality that may eclipse the divides along race, ethnic and class lines that have been common over the last decades across the world
- Technology potentially brings the following benefits:
  - Networks instead of hierarchies
  - Technology is a tool that can save time and effort
  - It will change the nature of participation and – tap into making participation and communication easier
  - Will release resources and time
  - Changing ideas of proximity
  - Enables 24-hour activity
- However, technology that bring freedom also entails responsibilities which should be understood.
- The 9 elements of Digital Citizenship - The Youth Teams of both NMB and Gothenburg called for acknowledging the *digital citizen*. In their book, *Digital Citizenship in Schools*, Mike Ribble and Gerald Bailey talk about how technology influences the way people interact and the concept of digital. Digital Citizenship is the skills, knowledge and status that all online users should have. Some of these elements are related to learner’ lives outside the walls of school, while others are directly related to how they use technology in school. The 9 elements are:
  1. Digital access,
  2. Digital commerce,
  3. Digital communication,
  4. Digital literacy,
  5. Digital etiquette,
  6. Digital law,
  7. Digital rights and responsibilities,
  8. Digital health and wellness

## 9. and Digital security

- In the short- and medium-term rapid progress is required to overcome the 'digital divide' among young people in both NMB and Gothenburg.

*Mindset Shift 12: From thinking and action that sustains the digital divide towards an optimizing access through technology and the digital*

**By who?** Politicians, officials, change agents, citizens

**Recommendation 12: Take the appropriate action of optimise access to technology and other support to enable the digital citizen**

- **Set up Wi-Fi hotspots** throughout communities in all schools and public facilities
- Promote on-line learning
- Setting up **on-line workshops** between Swedish and South African youths for sharing knowledge in areas such as:
  - How to approach other youths regarding STD and HIV/AIDS issues
  - How to start local amateur non-profit sports organizations
  - How to lead such organizations
  - How to teach sports skills to youngsters
  - How to influence local policy in order to initiate the funding of local meeting places led by and supervised by local positive role models
  - how to spread awareness on LGBTQIA+ issues
  - Using the internet to organize activities such as peaceful awareness rallies and demonstrations (both live and on-line) to bring to light issues that youths have, and need support in.
- Setting up one or several **on-line billboards** administered and monitored by the municipalities' IT departments but filled with content from the youths themselves. On these platforms, issues of both day-to-day nature and more long-term questions can be posted and discussed by the target group, and officials will have easy access to what is now and what can be of interest in the near future. This would be a very good place for a newly formed Youth Council to start, or for one already existing to reap new energy and more supporters.
- **Offering free coding, internet language and net security workshops** to help more young citizens get ready for a future where such skills will be in very high demand on a daily basis.
- **Helping young entrepreneurs become familiar with the fast-growing e-commerce market**, and at the same time teaching about the importance of fair trading, ecological issues to trade, and the value of a mutually respected trade tax system.
- A suitable venue for most of these educational possibilities and their organizing could be the libraries.
- **Broaden digital connectivity /Free WIFI to all, wherever possible.** The governments, municipalities and WIFI companies need to realize the importance of this amenity in a very

flexible and extremely quickly changing world. As the 1997 ad from IBM stated: they needed to get on the Internet, although they at the time didn't really know why

## **FIFTH STRATEGY: A DYNAMIC AND RESPONSIVE APPROACH TO PLANNING AND IMPLEMENTATION**

Given the ongoing changing environment careful consideration must be given to how planning and implementation is approached

**General Statement of Constraint: The tendency is to see planning areas as static over time and that planning can be done within distinct spatial boundaries.**

### **Discussion of why?**

- A change outside of a planning boundary can render planning within a boundary ineffective if what is happening outside of the planning area is not considered.
- Cities and areas are changing more and more rapidly as development pressures become more dynamic.
- Planning should consider the relationship between uses/functions and networks (often beyond a spatial planning boundary) and respond to these in ways that are continually updated for the benefit of citizens.
- An example is the impact of on-line buying and its effect on shopping facilities/malls –there can be rapid changes over a short period of time that impact on the functioning of an area. A more recent example is the spatial planning impact of COVID-19.
- This mind shift is important in order to overcome a major shortcoming in planning and implementation in an ongoing changing environment.
- It is vital for officials and other planning and implementation agencies to consider this issue
- There is a risk of not considering developmental impacts and influences in an area if one plans for implementation within a specific border/boundary.
- By adopting this mind shift access is enhanced in the physical and economic aspects particularly as the relationships between land uses and amenities is continually enhanced and enabled for optimal “access”.

The above requires a mindset shift:

***Mindset shift 13: From consideration of planning areas as static over time with a distinct spatial boundary to recognizing the increasingly dynamic nature of development and relationships between uses to define planning.***

**By who?** Officials and other planning and implementation agencies

**Recommendation 13: Promote a flexible dynamic approach to planning**

- Planning must be flexible with regard to planning areas - avoid using hard and fast planning boundaries and consider influences outside of planning areas that can be spatial and non-spatial that may influence the growth and development of a particular area.
- Adaptive planning instead of blue-print planning.
- Up to date information on market and other forces at play within cities/areas is needed- constant analysis and keeping up to date with trends.
- Use of GIS and Digital technology to support continuous research
- Type of information /research required should transcend limitations of geographical boundaries.
- Planning is to be responsive to changes- recognize and react
- Find the tactical link between the strategic and operations level
- Work for area planning that affects structure, proximity, connections and routes.
- Avoid short-term housing planning that blocks the potential of improving long term physical access.
- Be better prepared to influence physical factors that optimize better access to the neighbourhood's supply and access to important service in the city. Work for area planning that affects structure, proximity, connections and routes. Not short-term housing planning that blocks. Managing tensions between different interpretations, values and goal conflicts through a more concrete goal picture than just words? Access to the city is not a project - it is an ongoing process.
- Professionalize and systematize work on district / local community profiles regarding access and compare, follow up and list activities
- Use social data on a map and develop the knowledge of Part (d) city and systematize follow-up of current situation and future scenarios.
- Translate knowledge into conscious location strategies and principles
- Localization issues are about power over land, construction and the content and quality of operations. Locating businesses in the "right" place in relation to where people live and stay in their everyday lives.
- Locating for increased proximity by:
  - Co-locate multiple activities in one place.
  - Time-separated activities in a location.
  - Flexible location of activities.
  - Localization of activities in close proximity to housing (or work).
  - Virtual location of activities. How to make better use of IT?



## Annexure A: Summary - Creating Enabling Conditions for Enhancing Access

Stage	Strategies	General Constraints	Specific Constraints	Mindset Change	Who?	General Recommendations	Specific/Practical Action
STAGE ONE: CREATING ENABLING CONDITIONS FOR ENHANCING ACCESS	1. Create Conditions for Dialogue About Progressive Change, Transformation and Enhanced Access	Not everyone is ready for and understands the need for progressive societal change in the general sense of the word and, more specifically, of bringing about greater access for a just city	Individual self-interest with limited cognisance of the common interest and longer term public good.	1.From too much self-Interest and too little concern with the bigger picture or the common good is required	Politicians, officials, change agents, citizens	1.Create more awareness of the common good	<p>Awareness Programmes on common good</p> <p>Awareness programmes to promote inter-dependence</p> <p>Promote reciprocity, Ubuntu, enlightened self-interest.</p>
			Weak social cohesion, too much suspicion, too much distrust	2.From suspicion, avoidance and distrust to an engaged, dialogical, collaborative approach that produces trust	Politicians, officials, change agents, citizens	<b>2.Promote the notional / psychological dimension of change and access where appropriate</b>	<p>Professionalise the ability to capture notional factors of importance for improved access</p> <p>Utilise all the means available to create situations and experiences where people can learn to overcome distrust</p> <p>Use sport, recreation arts and culture to provide opportunities for creating trust</p> <p>Encourage the acquisition of networking relational and related skills</p>
			Too blinkered a perspective of relationships in society and dependencies and too little awareness of the inevitability of interdependence	3. From a mindset that accepts and perpetuates dependence instead of understanding of the necessity for and inevitability of interdependence	Politicians, officials, change agents, citizens	3.Enhance awareness of the inevitability of interdependence	<p>Awareness Programmes on interdependence</p> <p>Utilise all the means available to create situations and experiences where people can learn to dependence</p>
			Too much focus on needs that perpetuate dependency and too little focus on self-reliance	4. From a focus on needs that perpetuates dependency to focus on enabling and empowering agency, own resources and opportunities for development	Politicians, officials, change agents, citizens	4. Encourage communities to be less dependent on government support and how to utilise the opportunities that are presented by community-based assets	<p>Awareness Programmes on self-reliance, resilience and opportunities related to own / community-based resources</p> <p>Utilise all the means available to create situations and experiences where people can learn to become more self-reliant and resilient</p>

STAGE ONE: CREATING ENABLING CONDITIONS FOR ENHANCING ACCESS

<p>2.To facilitate multi-stakeholder participatory decision-making</p>	<p>Predetermined solutions, blue-prints and politico-ideological solutions and too little appreciation of diverse context and the absence of context-specific developmental path for the sustainable implementation of solutions.</p>	<p>The problem of imposed, predetermined solutions, blue-prints and politico-ideological solutions</p>	<p>5. From imposed solutions to participatory processes that appreciate the complexity and uniqueness of each context</p>	<p>Politicians, officials, change agents</p>	<p>5. Create Structures and Processes for Participatory Decision-Making</p>	<p>Put the relative importance of politics under scrutiny</p> <p>Set healthy limits for political discourse</p> <p>Promote the idea of ‘adjustive planning’</p> <p>Promote decentralisation to community levels wherever feasible</p> <p>Develop local and municipal youth councils</p> <p>Develop a sense of perspective regarding politicians and their role in society amongst the youth = Perspective that politicians are not to be idolised as role models</p>
		<p>The problem of an absence of a developmental path for the contextual emergence of sustainable implementation of solutions</p>	<p>6. From imposed ideological and political solutions to a coherent and contextualised developmental path that charts the way from the undesirable status quo towards a desired future of optimal access, inclusive wellbeing and a just society</p>	<p>Politicians, officials, change agents</p>	<p>6. Create the Conditions for a Development Path from the undesirable status quo towards a desired future of optimal access, inclusive wellbeing and a just society</p>	<p>Learn from the Nordic Model about the process of autonomous contextualising</p> <p>Respect the context</p> <p>Focus on Stage One of the morphogenetic development process</p> <p>Prepare for a follow-up/next phase of the GB/NMBM collaboration which should focus on Stage Two</p>
	<p>The tendency towards silos in bureaucracies and the debilitating effect thereof on addressing multi-facetted and multi-disciplinary issues</p>	<p>7.From a simplifying silo project approach to an approach that embraces complexity, multi-disciplinary, trans-disciplinary urban management perspective and transversal action and planning</p>	<p>Officials</p>	<p>7.Adopt an urban management approach with an emphasis on transversal planning and multi-disciplinary actions</p>	<p>Adopt an urban management approach, in general and specifically with regards to spatial, social, economic and notional access.</p> <p>To adopt a more inclusive and transversal approach towards project conception, planning and implementation to include multiple skills in programme conception formulation and implementation of enhancing spatial, social, economic and notional access</p>	



STAGE ONE: CREATING ENABLING CONDITIONS FOR ENHANCING ACCESS

4.To put the access problem in perspective

Not everyone recognises that limited spatial, social, economic and notional access is a problem. When it is regarded as a problem it is often approached from an outmoded transport-oriented approach, or to little factual information has been accumulated to understand the nature, extent and implications of the problem. Finally, limited access to technology is both underestimated as part of the problem and as part of the solution.

<p>The problem of acceptance, tolerance or even justification of exclusion</p>	<p>8.From a mindset that accepts, tolerates or even justifies exclusion to a mindset that accepts the necessity of optimal access and inclusion as necessary for sustainable developmental solutions</p>	<p>Politicians, officials, change agents, citizens</p>	<p>8. Create awareness of the necessity of optimal access for all</p>	<p>Awareness creation, education and information about spatial, social, economic and notional access  Communication and-information on the undesirable state of affairs.</p>
<p>An outmoded transport-oriented /proximity approach towards access</p>	<p>9. : From a proximity and transport-oriented approach to a focus on a broader understanding of access that incorporates spatial and non-spatial aspects particularly socio-economic wellbeing.</p>	<p>Officials Change agents</p>	<p>8. Focus on a multi-dimensional approach to access instead of proximity and transport.</p>	<p>Interpretation of the concept of accessibility and access as well as ongoing displacement of the concept needs to be noticed and seen.  Incorporate clear models to highlight the breadth of access and accessibility with a focus on social, economic, democratic and perceived perspectives.  Conduct and systematize community spatial, social, economic and notional access profiles and area profiles on regular basis</p>
<p>The lack of relevant information to understand the nature, extent and implications of limited access</p>	<p>10.From ignorance about the nature, extent and implications of limited access to being informed and concerned</p>	<p>Politicians, officials, change agents, citizens</p>	<p>9. Use the relevant methods and techniques to capture, analyse and enable action to enhance access</p>	<p>Promote evidence-based problem-solving, policymaking, practice and decision-making  Promote the functional use of Census and other statistics to understand communities in terms of spatial, social, economic and notional access  Use internationally recognised indicators to conceptualise the desired future of spatial, social, economic and notional access  Work out what and illustrate what optimal spatial, social, economic and notional access scenarios look like in a statistical and spatial/physical sense</p>

STAGE ONE: CREATING ENABLING CONDITIONS FOR ENHANCING ACCESS

			The prevailing thinking and practice / reality about economic development is not enabling	11.From dormitory / economically under-developed communities to economically vibrant hubs	Politicians, officials, change agents, citizens	10. Adopt a state-of-the art community economic development approach to enhancing economic access	<p>Focus on Community Level Economic Development:</p> <ul style="list-style-type: none"> <li>• Allocate Space</li> <li>• Provide basic infrastructure</li> <li>• Skills Development</li> <li>• Business Development Support</li> <li>• Etc.</li> </ul>
			The problem of severely unequal access the information and communication technology - the “digital divide”	12.From thinking and action that sustains the digital divide towards optimizing access through technology and the digital realm	Politicians, officials, change agents, citizens	11. Take the appropriate action to optimise access to technology and other support to enable the digital citizen	<p>Broaden digital connectivity /Free WIFI to all, wherever possible</p> <p>On-line training and skills development</p> <p>Online workshops</p> <p>Offering free coding, internet language and net security workshops</p> <p>On-line billboards</p> <p>Helping young entrepreneurs become familiar with e-commerce market</p> <p>Library as a suitable venue for most of these educational possibilities</p> <p>Etc.</p>
	5. To adopt a dynamic and responsive approach to planning and implementation for access	The tendency to see planning areas as static over time with definite boundaries as opposed to the functional areas and spatial relationships of areas changing over time	The problem of consideration of planning areas as static over time with definite boundaries and not recognizing the increasingly dynamic nature of development and relationships between uses to define planning.	13. From consideration of planning areas as static over time with a definite boundary to recognizing the increasingly dynamic nature of development and relationships between uses to define planning.	Officials Change agents	12. Promote a flexible dynamic approach to planning	<p>Planning to be flexible with regard to planning areas - avoid using hard and fast planning boundaries</p> <p>Up to date information on market and other forces at play within cities/areas is needed-constant analysis and keeping up to date with trends.</p> <p>Use of GIS and Digital technology to support continuous research</p>

							<p>Type of information /research required should transcend limitations of geographical boundaries</p> <p>Planning is to be responsive to changes- recognize and react.</p> <p>Work for area planning that affects structure, proximity, connections and routes.</p> <p>Avoid short-term housing planning that blocks the potential of improving long term physical access.</p> <p>More ... See Master Report</p>
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## Återkoppling från ICLD projektperiod 2017 - 2020

Nedan texter är inklipt återkoppling skickad som mail från ICLD.

Projektnummer 2017-0012: Management Committee

Projektnummer 2017-0013: Accessible Cities

Projektnummer 2017-0053 Youth Access

Projektperioden var juli 2017 – juni 2020, med undantag för 2017-0053 som startade januari 2018.

### År 1 2017-0012:

Från: Partnership ICLD <partnership@icld.se>

Skickat: den 10 oktober 2018 11:35

Till: Gunilla Bökmark <gunilla.bokmark@stadshuset.goteborg.se>

Kopia: Staffan Claesson <Staffan.Claesson@framtiden.se>

Ämne: feedback: steering group ref 2017-0012 – Year 1

Dear Gunilla,

Thank you for your report for the steering group ref 2017-0012 – Year 1. We have now reviewed your report and a decision on payment was taken on 9 October 2018. Please find below some feedback that could help support your work in this partnership.

It is great that you see the changes in members as positive for spreading the projects further within your cities by involving the highest political level. There seems to be high political engagement in the partnership. In your next report, please try to link more closely the work and the results the committee is achieving to ICLD's four core areas if you can. (ex: How are politicians supporting equity, participation, transparency and accountability within the projects, what results are they keen to see from the partnership.)

Thank you for providing a clear description of the coordinators' roll.

We understand that the 1st of August for yearly reports is not optimal and have started changing the dates for our new applications. Please also know that we except a delay of up to 3 months in reporting with no formal explanation necessary. Feel free in the future to report in September. Sorry for the inconvenience.

We wish you the best of luck with your partnership! And thank you for the great work that you are doing!

The Municipal Partnership Team

www.icld.se

**År 1 2017-0013:**

Från: Partnership ICLD <partnership@icld.se>

Skickat: den 10 oktober 2018 11:35

Till: Gunilla Bökmark <gunilla.bokmark@stadshuset.goteborg.se>

Kopia: Staffan Claesson <Staffan.Claesson@framtiden.se>

Ämne: Feedback project ref 2017-0013 – Year 1

Dear Gunilla,

Thank you for your report for the project ref 2017-0013 – Year 1. We have now reviewed your report and a decision on payment was taken on October 9 2018. Please find below some feedback that could help support your work in this partnership.

The wide inclusion and participation of stakeholders from both within and outside your organisations is what we believe makes this project and partnership so successful. Keep up the great work!

Thank you for describing how the project is being implemented with ICLD's core areas in mind. It is great to read that the project in its first year has already allowed you to extend your understanding of the concept of inclusion and the "nature and extent of exclusion" in your cities. Inclusive participative working methods seem to have led to a strong and effective work process. In your next reports please elaborate on how you think such methods can contribute to more inclusive and participatory policy making processes in terms of accessibility in the cities.

Equally, please describe in future reports how you see the relation between your "internal" transparent and accountable project processes and the final outcome on your conclusions and recommendations for planning. How will/Have these been shaped by the concepts of transparency and accountability.

Thank you for providing such a detailed report regarding activities. The travel reports were interesting to read but they are considered a "bonus" for us, you do not need to provide them, if you want to save time next year in reporting. You can then focus more on the results as you did in the main report.

Your communication plan is well developed, thank you for providing it in the report. Institutionalisation of these types of projects is often one the biggest challenges but you seem to have developed a strategy that is working. Although we are quite familiar with the overall vision for the city of Gothenburg, it would be great to read more in the coming reports of how this project is fitting in with other wider work and city developments occurring in NMB.

The way you have built on your previous partnership results to now address accessibility and sustainability in such a holistic way in both your cities through such a close relationship with research and co-production is extremely appreciated by the ICLD.

Although we understand that this partnership is addressing the large issue of access, sustainability and justice in the two cities, we would appreciate if in the coming reports you address how gender equality is fitting into your research and youth project, especially in relation to your intermediate objectives. It would be interesting to know how Gothenburg and NMB represent the problem of gender equality in regards to Access (in the broad interpretation of the word).

It is always a pleasure to read about Gothenburg's and NMB's long lasting, strong and mutually beneficial partnership.

You have provided us with a highly comprehensive report which allows to fully appreciate how much work you are putting into ensuring strong communication and reinforcement between the different projects.

Thank you for your positive feedback regarding contact with us. We hope you feel you are receiving the support your need.

We wish you the best of luck with your partnership! And thank you for the great work that you are doing!

The Municipal Partnership Team

[www.icld.se](http://www.icld.se)

**År 1 2017-0053:**

Ingen återkoppling år 1 då projektperioden var för kort år 1.

**År 2 2017-0012:**

Från: Ida Edvinsson <[ida.edvinsson@icld.se](mailto:ida.edvinsson@icld.se)>

Skickat: Monday, November 11, 2019 8:19:44 AM

Till: Gunilla Bökmark <[gunilla.bokmark@stadshuset.goteborg.se](mailto:gunilla.bokmark@stadshuset.goteborg.se)>

Ämne: Report ref 2017-0012

Dear Gunilla,

Thank you for your reporting on the first year of your Project with reference nr 2017-0012. We have now reviewed your report and a decision on payment was taken on 2019-10-23. Please find below feedback that can help support your partnership:

Thank you for a detailed account of how you have dealt with the elections and the subsequent changes management committee. We are pleased to read that this has enabled a higher degree of participation – great work! It is evident that you are putting important features of transparency into practice. For your next round of reports however, we would be interested in reading a more concrete example of how Gothenburg City's vision supports the steering groups has assisted any decisions or policies in Nelson Mandela Bay Municipality. Most importantly, how the steering group has supported the projects in light of the core areas.

ICLD realizes that due to circumstances it may have been difficult to estimate to which extent you believe the partnership has contributed to an increased awareness within our core areas. We wish that you would take this into consideration for your next round of reporting. Thus, we would like to underline that it is not a setback to grade yourself low on this question - it only indicates that there is room for improvement. This important data for us and our records.

Thank you for a thorough account of the various processes of anchoring, as well as a clear outline of the concerned parts of the municipalities in each country.

It is very clear that the engagement and the dissemination of the knowledge has trickled down to other parts of the organisation in Gothenburg. We would be interested in reading if it has had similar effects in Nelson Mandela Bay or has the dissemination been done in a different way?

We are pleased to read of engaged municipal councils and officials in your project! Additionally, it is great that you are using ICT to facilitate the communication throughout the year. Your risk analysis provides a clear account of your stated risk and the actual outcome. We are happy that you find our communication to have worked well, and that you appreciated meeting with ICLD officials.

Kind regards,

Ida Edvinsson

Programme Officer Municipal Partnerships

+ 46 703 24 54 03

ida.edvinsson@icld.se

skype: ida.edvinsson

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ICLD on Facebook

ICLD on Twitter

## **År 2 2017-0053 och 2017-0013**

Från: Ida Edvinsson <ida.edvinsson@icld.se>

Skickat: Monday, November 11, 2019 8:14:45 AM

Till: Gunilla Bökmark <gunilla.bokmark@stadshuset.goteborg.se>

Ämne: Report ref 2017-0053 and 2017-0013

Dear Gunilla,

Thank you for your reporting on the first year of your Project with reference nr 2017-0053 and 2017-0013. We have now reviewed your report and a decision on payment was taken on 2019-10-23. Please find below feedback that can help support your partnership:

Thank you for outlining a clear summary of the implementation and results your ongoing project. We are pleased that you put your toolkit to action, and that you are your continuing your partnership in a progressive manner. Thank you for describing your main problem in a clear way and for outlining the aim of the project. We are excited to read that you are incorporating youth from underprivileged communities with a research project as well as that your aim is channelling the more abstract dimensions of accessibility into practical recommendations for implementation.

We are pleased to read about the direct target group of which the project appears to be reaching as planned. As for the indirect target group, we are glad that such a large variety of actors within the indirect target group have been reached.

ICLD notes that you in the question on the short summary (2.1 b) in Swedish & English regarding the project's activities, purpose and results refer back to the concept note to accompany applications". For the purposes of our results tracking, please outline a short answer next time. This also applies to the questions where you refer back to the "main" question. For upcoming reporting, please provide answers to each question.

Thank you for providing a thorough overview of the change of implementers in such a structured manner. We appreciate your thorough account for the connection between ICLD core areas and your project. We are especially interested in following the upcoming results regarding the digital lifestyles and your findings connecting this to equity and inclusion. Additionally, we are happy that you have seen such a strong development of the project. We are pleased to read such a thoughtful reflection - and grading - of your development.

Thank you for reflecting upon the issues raised by us in the Year 1 reporting round. We agree that close cooperation between politicians and civil servants and citizens alike are important features and we strongly encourage you to continue the good work. Your list of project's results and how these will be reached and last over time is well documented. We are excited to see the effects of your communication plan. and the recommendation that it will bring. Good job!

Thank you for a clear outlining of your intermediate objectives as well as a thorough account of the activities and subsequent results. We are looking forward to reading your practical recommendations for implementation in the cities on the themes of access at the end of your project.

We are happy to read that your dissemination of results is successfully communicated and easily obtained through the web platform in collaboration with Mistra Urban Futures. We are excited to read the upcoming final reports! Additionally, we are pleased to read how you implement working sessions to incorporate newly added NMBM members. Well done!

We understand that the crucial component of mutuality has been central to designing your projects and hope for a continuation of such in your future partnership projects



Thank you for your positive feedback regarding contact with ICLD! We are happy that you intend to continue your partnership. If you have any queries about the development expansion application, please do not hesitate to get in touch with us.

Kind regards,

Ida Edvinsson

Programme Officer Municipal Partnerships

+ 46 703 24 54 03

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**År 3 2017-0012**

Från: noreply@icld.se <noreply@icld.se>

Skickat: den 22 oktober 2020 13:32

Till: Gunilla Bökmark <gunilla.bokmark@stadshuset.goteborg.se>

Ämne: Feedback redovisning 2017-0012

Hej Inger Jayakoddy,

Tack för er redovisning av ärende med diarienummer 2017-0012 år 3. Handläggningen är nu klar och beslut om utbetalning har fattats . Utbetalningen har gjorts till BG 5316-2889 med referens Stadsledningskontoret, Göteborgs Stad.

Ett beslut om utbetalning finns bifogat.

Nedan följer feedback som är viktig för er i ert fortsatta arbete (alternativt vid ett sista år – är viktig för er i eventuella kommande samarbeten). Den presenteras på samma språk som på redovisningen ni skickade, ni är välkomna att kontakta oss om ni har några frågor. Vi rekommenderar att ni diskuterar feedbacken tillsammans med er partner:

Dear Inger Jayakoddy,

Thank you for your report with reference number 2017-0012 – Year 3. We have now reviewed your report and a decision on payment was taken on . The payment has been made to account BG 5316-2889 with reference Stadsledningskontoret, Göteborgs Stad.

A decision regarding reimbursement is attached.

Please find below important feedback that can help support your work in your current- and future partnerships. It will be provided in the same language as the report, please contact us if you have any questions. We recommend you discuss the feedback together:

Thank you for the description about how the management committee has supported the projects. It's positive to see that the committee has contributed with suggestions on how to improve participation from young people in Nelson Mandela Bay, through starting to develop a youth council. In future reports this is a clear example of a development at the organisational level that you can explicitly tie to the core area of participation as well. We always appreciate these kinds of examples related to the core areas. Please let us know in future reports how the ideas regarding the youth council has progressed.

Thank you for providing additional information through Gunilla on the estimates for how the partnership has contributed to increased awareness within the core areas.

This is one of the most well-anchored partnership of all of our partnerships in Sweden and it's good to see that you've involved the mayors of both cities in the progress of the projects. You seem to have worked out an organised system to involve the management committee in the preparations for the activities and to play a constructive role in supporting the projects, well done!

Thank you for the detailed meeting minutes and the compilation of the meetings by the management committee. The thorough travel reports makes it easy for us to follow your progress every step of the way and is a great source of learning for us about your challenges. We appreciate the good dialogue that you have with ICLD and the invitations to participate in some of your activities.

The way that you've conducted well-organised workshops where the management committee has been present, as well as using and conducting research, is inspiring to read about. An active management committee in relation to the projects is something that we would encourage you to keep up in the future.

Thank you for accounting for the risks and how you've managed them. The pandemic has of course affected everyone deeply, but in this case you've managed to progress far in your project regardless and it's great to see that the quality of the work is unaffected. Well done! When reading the master report it's also clear how much knowledge you've acquired and how much potential for future progress that you've created through the strategies and the practical recommendations.

Thank you also for your feedback! Anders really appreciate the positive feedback and all of us at ICLD enjoy following the progress that you've made. We appreciate to play a part in your partnership and to follow the work that you are doing.

We understand that it's difficult to plan the dissemination during current circumstances. Based on the material in the master report that was attached to the reports for 2017-0013 and 2017-0053, there's clearly great potential for conducting a very successful dissemination. We would therefore encourage you to see whether it's possible to complete

the dissemination at a later date. Don't hesitate to contact us if it would be helpful for you with further dialogue on this matter.

Lycka till med fortsatt partnerskap! Tack för viktigt och gott samarbete!

We wish you the best of luck with your partnership! And thank you for the great work that you are doing!

Har du frågor kontakta/For questions please contact:

Namn/name: Joel Laurén

Epost/email: joel.lauren@icld.se

**År 3 2017-0053 och 2017-0013**

Från: noreply@icld.se <noreply@icld.se>

Skickat: den 22 oktober 2020 09:42

Till: Inger Jayakoddy <inger.jayakoddy@ostra.goteborg.se>

Ämne: Feedback redovisning 2017-0053

Hej Inger Jayakoddy,

Tack för er redovisning av ärende med diarienummer 2017-0053 år 3. Handläggningen är nu klar och beslut om utbetalning har fattats . Utbetalningen har gjorts till BG 5316-2889 med referens Stadsledningskontoret, Göteborgs Stad.

Ett beslut om utbetalning finns bifogat.

Nedan följer feedback som är viktig för er i ert fortsatta arbete (alternativt vid ett sista år – är viktig för er i eventuella kommande samarbeten). Den presenteras på samma språk som på redovisningen ni skickade, ni är välkomna att kontakta oss om ni har några frågor. Vi rekommenderar att ni diskuterar feedbacken tillsammans med er partner:

Dear Inger Jayakoddy,

Thank you for your report with reference number 2017-0053 – Year 3. We have now reviewed your report and a decision on payment was taken on . The payment has been made to account BG 5316-2889 with reference Stadsledningskontoret, Göteborgs Stad.

A decision regarding reimbursement is attached.

Please find below important feedback that can help support your work in your current- and future partnerships. It will be provided in the same language as the report, please contact us if you have any questions. We recommend you discuss the feedback together:

This feedback will be the same for 2017-0053 and 2017-0013, as you've provided the same report for these interlinked projects.

Thank you for your thorough account of the changes to the target groups and for the accounts of how the project has reached the target groups, especially in the attached visit reports. You seem to have reached out well to both the direct and indirect target groups and it's especially interesting to read in the activity reports about the different ideas on how to better engage youths in the future.

The additional information provided through Gunilla on the estimates regarding the core areas were helpful to gain further insight on the progress of the project in organizational capacity, which is what we wish to look closer at for the projects. We've read in the master report that several ideas and strategies has been produced, which can serve as a roadmap for important improvements in organizational capacity that the partners can implement in the future. This is especially true regarding developments in the core area of inclusion, which is closely related to accessibility. It's of course regretful that the pandemic halted the dissemination project and the strategy that you meant to produce. We hope that you'll be able to resume this work in the future and look forward to following further developments in accessibility in your municipalities in the future.

Thank you for clearly specifying the project objectives and indicators. Good to see that you've made so much progress on producing a lot of specific practical recommendations in your report and that you've identified obstacles and strategies for solutions.

Gunilla supplied additional information on the topics of effects for women and men, the environment and human rights. It's clear both from that information and from your activity reports that the perspective throughout the project has been to include and benefit both women and men. We would in addition argue that several aspects of the accessibility theme that you have been working with are closely related to strengthening human rights at the local level, since you've been working to ensure access for citizens to important rights in relation to their municipality. The human rights perspective is something that you can choose to put further emphasis on in future reports.

The Master report that you've produced, especially the five strategies that are detailed there, is a very thorough, well thought-out and impressive result of the project. It's also inspiring to see how the core areas of democracy are integrated into the strategies. Well done! You have really managed to generate a lot of new knowledge and thoughtful conclusions about accessibility and the core areas, as well as pointing towards issues that can and should be addressed in the future. There seems to be plenty of constraints that these strategies point to that can provide the basis for further work within a partnership setting and within the municipality through other means that can generate improvements in organizational capacity.

Since your partnership has been ongoing for so many years it's interesting to see how you are building on the knowledge from earlier projects with the toolkit and now the produced strategies. It's clear that the knowledge produced in the reports with its strategies and recommendation is a resource that will last over time.

In addition, the master report is a proof of the successful way in which you've integrated research in the project in a way that's practical, extensive and inspirational to others. This is an excellent example of how research and governance can be linked together within a partnership. Well done!

Based on the activity reports and the description you've provided here it seems that you've conducted several engaging and interesting workshops and activities that have contributed to progress towards your intermediate objectives. Good that you have managed to enact participation from citizens and youth groups both as part of the planning process and in the workshops themselves.

We have full understanding that the pandemic has placed several aspects of the project on hold. Looking at the master report we fully agree that the production of a booklet is fully feasible and would be a great addition to the results of your project. We would of course encourage you to continue the work on producing this as if the situation allows for it. Regardless of whether the booklet has been produced, the clear structure of the master report that you have managed to set up makes it useful in itself, since the practical recommendations and strategies are pretty straight forward.

It's especially interesting to read about the identification of so called "low hanging fruits" from the practical recommendations. It would be interesting to know more in the future about if and how progress has been made on those issues, and whether other parts of the recommendations have been received especially well in the organizations. All in all, you have been able to meet a lot of your intermediate objectives and identified a clear path forward. Well done!

Thank you for accounting for how you've managed internal and external risk factors. It has indeed been a few very eventful years during the years when this project has been active. Your ability to handle shifts in the political leadership and a pandemic while still managing to finish the project shows how strong this long-term partnership has grown and the importance of it being well-anchored politically. We look forward to seeing the progress of your dissemination project as soon as it's possible to move forward with it. Don't hesitate to contact us if you feel the need for further advice on how to think about the pandemic in planning future activities in your partnership.

The entire approach in your partnership is clearly mutually beneficial and it's good to see that both partners have been actively engaged in the design and conception of the project.

Thank you for your feedback regarding that you've appreciated the contact with ICLD. We always enjoy following your progress and enjoyed very much to be a part of the celebration of your 20-years of partnership. Thanks also to Gunilla for making time for an interview with us about possibilities and obstacles with partnerships, as well as providing supplemental information.

We are happy to see that you intend to take the partnership further. We look forward to also following the progress on dissemination of this project and to see your future project ideas.

Finally, congratulations to the celebration of 20 years together and the production of the anniversary booklet. It's a true testament to your dedication to mutually beneficial international cooperation and we hope to see many more anniversaries in the future! Never hesitate to contact us if you want to discuss ideas for the future or if you have any questions about how to proceed with your partnership.

Lycka till med fortsatt partnerskap! Tack för viktigt och gott samarbete!

We wish you the best of luck with your partnership! And thank you for the great work that you are doing!

Har du frågor kontakta/For questions please contact:

Namn/name: Joel Laurén

Epost joel.lauren@icld.se



## EXTENSION OF CONTRACT OF PARTNERSHIP



Between

### **The City of Gothenburg**

Represented by Axel Josefson in his capacity as Mayor and Chairman of the City Executive Board of the City of Gothenburg, acting in terms of a resolution dnr 0396/20 passed in Gothenburg on .....  
("Gothenburg")

And

### **The Nelson Mandela Metropolitan Municipality**

Represented by Tshonono Buyeye in his capacity as Interim Executive Mayor of the Nelson Mandela Metropolitan Municipality, acting in terms of Council Resolution no .....  
passed in Port Elizabeth on .....  
("the Metro")

### **INTRODUCTION**

- a) In 1999 in furtherance of Sweden's support for the establishment and continuous development of democracy in South Africa, the City of Gothenburg and the Port Elizabeth Municipality agreed to work closely together to establish a mutually beneficial partnership between the two cities that would promote economic growth, economic and social equality, economic and political independence, democratic development, environmental protection and gender equality.
- b) At that time the two cities agreed the Partnership would be for the period 22 November 1999 to 31 December 2002 and that further co-operation would depend on results achieved and the availability of resources.
- c) Also at that time the Swedish International Development Agency ("Sida") confirmed that they were willing to assist in developing a sustainable, mutually beneficial relationship between the two cities by playing a facilitating role and by making finance available for the City of Gothenburg and Port Elizabeth.
- d) On 5 December 2000, the Municipality of Port Elizabeth was disestablished and by operation of law became part of the newly established Nelson Mandela Metropolitan Municipality. Also by operation of law the Contract of Partnership continued, the only difference being that on the South African side the party became the Nelson Mandela Metropolitan Municipality (the "Metro").
- e) At the end of the first term of the Partnership the parties agreed to extend the Contract of Partnership by three years up until 31 December 2005 and also extend its application to the whole of the Metro.

- f) At the end of the second term of the Partnership the parties agreed to, extend the Contract of Partnership by a further three years up until 31 December 2008.
- g) At the beginning of the second term of the Contract of Partnership, the Partnership was included in the Municipal Partnerships North South Programme (MPNS). The Swedish Association of Local Authorities and Regions (SALAR) is responsible for the administration of the MPNS programme on assignment of the Swedish International Development Co-operation Agency (Sida). Sida finances the programme. In the period 1 January 2006 to 31 December 2008 the SALA International Development Agency (SALA IDA) was responsible for the coordination and the administration of the funding of the MPNS. In January 2009 the responsibility for the Coordination and administration of the MPNS programme will be taken over by the International Centre of Local Democracy (ICLD).
- h) At the end of the third term of the Partnership the parties agreed to extend the Contract of Partnership by a further three years up until 31 December 2011.
- i) At the end of the fourth term of the Partnership the parties agreed to extend the Contract of Partnership by a further two year-period up to 31 December 2013, to ensure alignment with the current Country to Country Strategy between Sweden and South Africa which will come to an end in 2013. Thereafter, the parties propose to extend the contract on a year-to-year basis.
- j) At the end of the fifth term of the partnership the parties agreed to extend the Contract of Partnership by a further three year-period up until 31 December 2016, to ensure implementation of the three year program as approved by Sida/ICLD on 22 February 2013 and in terms of the Concept Document submitted with the original project proposals to ICLD.

During 2015 ICLD approved the financing of the "Development/Expansion Application 2016" (ICLD Ref.No. 2015-0088). The purpose of this project was to build upon the existing successful partnership. With the intention to develop significant themes of relevance to both cities that have emerged from the current cooperation and suite of five projects. The future project will explore the theme of accessible cities (physical, political, economic and notional).

- k) At the end of the sixth term of the partnership (2017- 2020) the Covid pandemic brought upon difficulties in disseminating the sixth term of projects (Accessible Cities ICLD Ref.No. 2017-0013 and Youth Access ICLD Ref.No. 2017-0053) and planning for the seventh term. The projects were summarized in a master report which also indicates possible ways ahead.
- l) The parties now wish to extend the Contract of Partnership by a further five year-period up until 31 December 2025. The extension from a four year to a five year Contract of Partnership is to ensure that the planning, implementation and dissemination of the planed three year projects, starting in January 2022, will be within the Contract Partnership period. The application for funding for the projects and the Management Committee, will be sent to ICLD by no later than 15th of September 2021.

## **1. EXTENSION**

The Contract of Partnership is hereby extended until 31 December 2025 upon its existing terms of conditions, unless changed by this agreement.

## **2. DATE EXTENSION TO TAKE EFFECT**

The extension shall take effect from 1 January 2021 and shall continue until 31 December 2025.

## **3. REPORTING ON SALAR FUNDED PROJECTS**

The parties shall report on the utilization of ICLD funding in such a manner that ICLD may



require from time to time.

#### 4. INTRODUCTION

The parties agree that the introduction shall form part of this contract.

For: The City of Gothenburg

For: Nelson Mandela Bay Metropolitan  
Municipality

\_\_\_\_\_

\_\_\_\_\_

Date: .....

Date: .....

Witness:

Witness:

1. ....

1. ....

2. ....

2. ....