

# Leadership in Local Government: building globally competitive cities



Painting by Hermann Niebuhr entitled wim wenders goes to hillbrow



2-9 March 2012 Stellenbosch  
An executive programme of the Graduate School of Development Policy and Practice

Briefing –  
Reform strategy &  
rapid results action plan

Thursday

# Course objectives

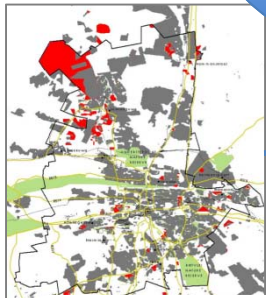
1. City leaders own the seriousness of the challenges facing the city (and metros more broadly) with respect to finance, spatial form, access to housing opportunities, public transport & governance.
2. **Inspire Metro leadership** that much more rapid reform is possible (and within city leadership control).
3. Work with the leadership to **identify and commit to a catalytic project** (urban acupuncture) that can be implemented within 3 years within existing financial constraints.

This project should have a transformational impact on both the administration (through implementing it, the leadership and administration of changed) and the city itself (set City on a new development trajectory as a result of understanding what is possible)

4. Assist city to scope the project appropriately (realistic stretch goal, achievable within 3 years)
5. Assist the city to develop a practical & adaptive strategy to successfully implement the project.
6. Offer a menu of methodologies and support mechanisms to increase likelihood of success.

# Successful reform requires leaders to ...

2. Align political mandate & reform goals



A

1. Accurately diagnose the problem

Evidenced-based understanding of the need to change; Compelling reasons to change – status quo untenable.

4. Make tough choices

Understand trade-offs

5. Develop a sound strategy

How to get from A to B

6. Implement adaptively

Learn by doing, “fail fast” and correct

7. Be resilient

Lead by example, self-mastery (body & mind)

Build coalitions

Jointly solve problems

Create early momentum

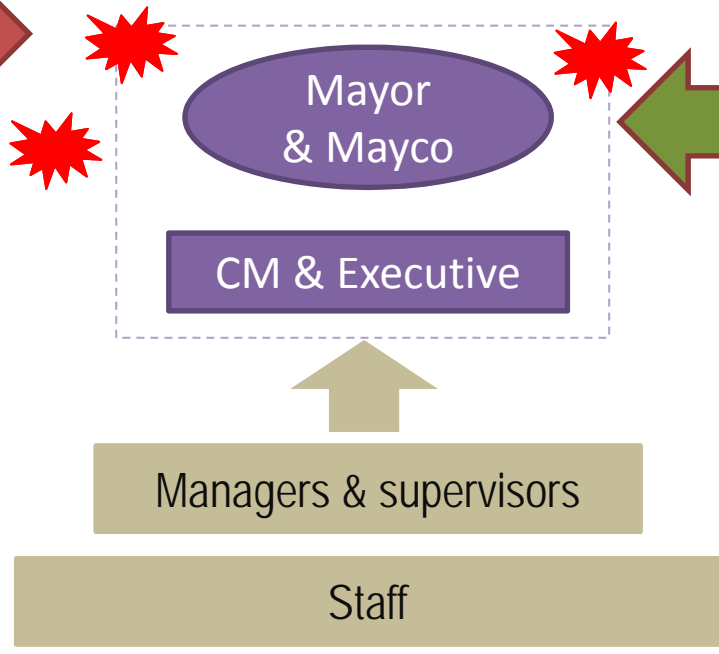
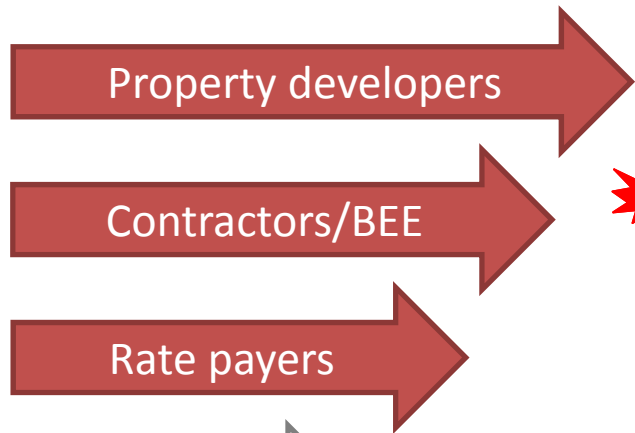
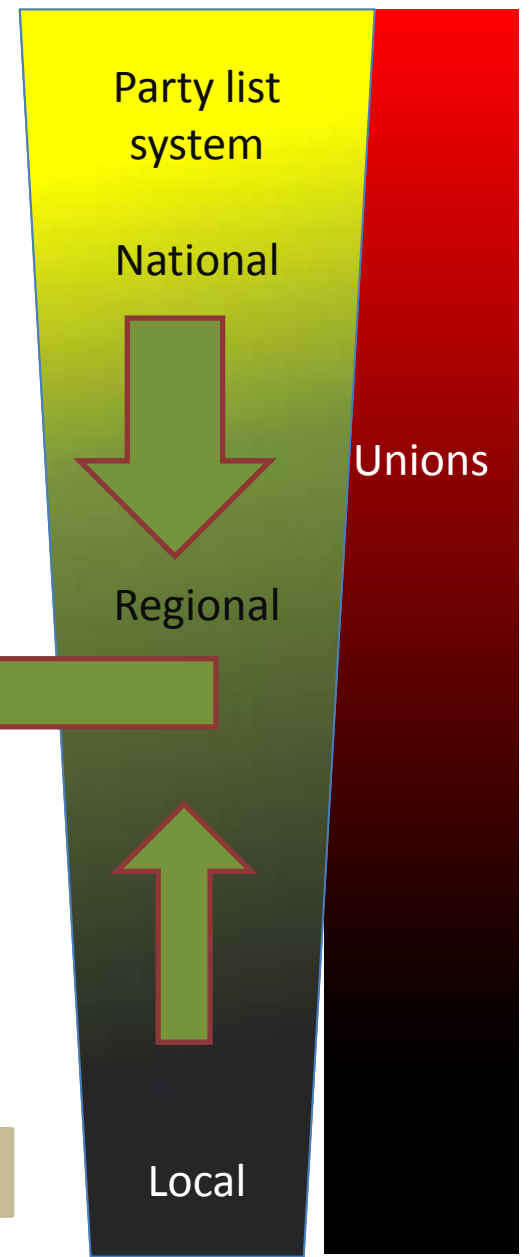
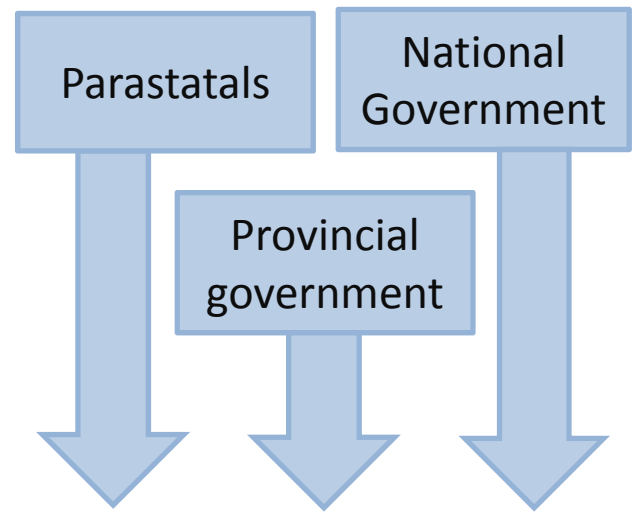
Communicate effectively

3. Set achievable stretch goal for a sound outcome



B

**What will it take  
for Metros to lead?**  
**Understanding the  
underlying interests  
& binding constraints**



Toca Vieira

# Choice of reform idea & strategy

The reform idea needs to satisfy these conditions:

1. It must be a catalytic 'game changer', have a transformational impact on the way you work and on future development in the city)
2. It must be something concrete, specific and tangible
3. It must be achievable within 3 to 4 years
4. It must have a larger impact than just the project itself
5. You must clearly know if you have achieved it or not.

# Guidelines in choice of idea

- The project should be situated within a larger reform idea such as:
  - Develop a multi-use, mixed income, high density and high activity spine
  - Regenerate the inner city
  - Upgrade informal settlements in the whole city
- It should be a **key project within this larger reform idea** that will catalyse the achievement of the larger reform idea, and that can be achieved in four years, e.g.
  - Regeneration of a city block, including new mixed-income residential and pedestrianisation (Tshwane)
  - Upgrading of one well located informal settlement (NMB)
  - Initiation of BRT along south-east corridor and development of a node with mixed-income,