

INTEGRATION OF INNOVATION IN THE MUNICIPAL ENVIRONMENT:
VVISDP PROJECT 4

**RESEARCH REPORT: REVIEW OF INNOVATION
LANDSCAPE IN SELECTED MUNICIPALITIES**

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1. Introduction

This desktop study seeks to scrutinise the current strides made by participating municipalities in integrating innovation into their municipal plans. This process entailed a high-level overview of the key municipal strategic documents in an attempt to establish how innovation is aligned to the current strategies of the municipalities. This seeks to provide a basic understanding of where municipalities are in terms of integrating innovation to the municipal context, particularly into their strategies. A follow-up engagement with the participating municipalities remains crucial as this study alone cannot provide all the necessary information to understand the notion and dynamics of innovation in the participating municipalities i.e., outlook on innovation culture, capacity of the municipalities, innovation practices, and barriers to implement innovation. The desktop study does not intend to evaluate specific innovation projects/initiatives; nor does it seek to compare or critique any approaches to innovation in the municipalities. It simply seeks to give a background of what the participating municipalities are doing with regard to integrating innovation into their municipal strategies.

2. Assessing the alignment of innovation to municipal strategies

Assessment guide

To effectively scrutinise how municipalities align innovation to their strategies, a framework was developed according to which the assessment was carried out. The framework that guided this assessment covers the following components:

(i) Integration of innovation into municipal strategies

- Whether innovation projects link to the strategic objectives of the Integrated Development Plans (IDPs) or Key Performance Areas (KPA's), programmes and plans.
- Whether innovation supports municipal priorities.
- Key focus area for innovation in IDP (i.g., spatial planning, climate adaptation, health, transport etc.).
- Stated vision/strategic intent to innovate.

(ii) Innovation unit and innovation hub

- Whether there is an organisational innovation unit/structure that spearhead innovation across the municipality.
- Innovation driver (whether innovation is driven top-down/bottom-up).

- Existence of innovation hub, wherein, the innovation hub entails a physical space that brings together researchers, creators and innovators to nurture ideas into innovative technologies or industry-changing products and services.

(iii) Collaboration and partnerships with other stakeholders

- Whether there are networks to foster innovation.
- Mechanisms to attract investments/ideas.
- Intergovernmental Relations (IGRs) set-up.

Documents perused

The IDP as a key strategic document of the municipality offers a good starting point for an assessment such as this. Typically, any initiative that is to be implemented by the municipality needs to be planned and budgeted for in the IDP; and innovation initiatives need to follow the same process. Supplemental to the review of the IDP, other strategic documents such as the Growth and Development Strategies (where available) were reviewed.

During the assessment process, it was important to keep in mind that some documents might refer to the following phrases to indicate innovation: better service provision, modernisation, government 2.0, e-government, different government, technologies, smart cities and smart technologies.

Participating municipalities

Municipalities that form part of Project 1 of the VVISDP were reviewed in this assessment.

1. City of Cape Town Metropolitan Municipality
2. City of Tshwane Metropolitan Municipality
3. eThekweni Metropolitan Municipality
4. Ekurhuleni Metropolitan Municipality
5. Drakenstein Local Municipality
6. Rustenburg Local Municipality
7. uMhlathuze Local Municipality
8. Chris Hani District Municipality
9. City of Mbombela Local Municipality

3. Summary of key findings

No	Municipality <i>- Documents perused.</i>	Integration of innovation into municipal strategies (i.e., IDP) <i>- Link to strategic/development objectives, priorities, KPA, programmes, and plans.</i> <i>- Innovation support municipal priorities.</i> <i>- Innovation as part of municipal objectives.</i> <i>- Key focus area for innovation in IDP.</i> <i>- Vision to innovate/strategic intent.</i>	Innovation unit spearheading innovation across the municipality <i>- Innovation driver (top-down/bottom-up approach).</i> <i>- Existence of innovation hub.</i> <i>- Innovation strategy.</i>	Collaboration and partnerships with other stakeholders <i>- Networks to foster innovation</i> <i>- Mechanisms to attract investments/ideas.</i> <i>- IGR structures.</i> <i>- PPP (Public-private partnerships).</i>	Additional comments
1.	eThekwini Metropolitan Municipality - eThekwini Metropolitan Municipality Integrated Development Plan 2023/24-2027/28. - Edge (Economic Development and Growth in eThekwini).	- Innovation considered for different priority areas (i.e., local economic development, climate change, housing, transport etc.). However, emphasis placed on job creation and economic prosperity. - Most prominent innovation initiative in the metro is (Innovate Durban) which links to the LED KPA, and Capable Government Strategic Focus Area (IDP p.519 & 771). - Municipality is considering innovation in the Human Settlements i.e., innovation to improve housing provision (using different housing typologies), and in new approaches to informal settlement upgrading (IDP p.242).	- Innovation unit exists for Innovate Durban Initiative named the Innovation Co-Lab. - No mention of innovation strategy.	- The eThekwini Municipality is piloting an Educational Partnerships for Innovation in Communities (EPIC) programme to promote transdisciplinary or interdisciplinary research through collaboration of different departments, disciplines in universities and communities within a Community of Practice (IDP p.126 -127). - The municipality has R&D structure: Durban Research Action Partnership (DRAP) which is a vehicle that drives climate and environmental change knowledge development in the city (IDP	- Broadly, innovation is considered within the space of Local Economic Development. - Other innovation projects could be linked to smart cities initiatives which seems to be a major focus to improving service delivery in the municipality, but no further elaboration provided.

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				p.127&130), EPIC was tested within this structure. - Realisation of need for R&D and technology innovation base especially in the manufacturing sector.	
2.	City of Cape Town Metropolitan Municipality - City of Cape Town Five-Year Integrated Development Plan- July 2017 – June 2022 As Amended For 2021/22.	- Clear vision to become a leading global innovation hub. - Clear indication of innovation programmes aligned to the strategic objectives of the municipality. - Innovation mentioned in different sector priority areas (energy, transport, service delivery, climate change). Mention of innovation priority within climate change and the housing sector i.e., backyard housing and meeting housing demand backlog (Executive Mayor speech IDP p.6-7). In governance, the City seeks to improve innovation capabilities to optimise workforce and service delivery.	- Cape Innovation & Technology Initiative (CiTi), now UVU Africa works at the intersection of business, government and society to positively shape the future of the economy and society with the use of innovation and technology. This is NPO initiative. - No mention of innovation strategy.	- Collaborating with the business sector/private sector in the software design and development sector to position Cape Town as a leading global innovation hub. - Mention of collaborating with the private sector to drive innovation for economic growth and development (IDP p.38).	

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		- Aspiration of improving governance to allow innovation.			
3.	Ekurhuleni Metropolitan Municipality - Ekurhuleni Metropolitan Municipality Integrated Development Plan 2022-23-to-2026-27 (Reviewed-Draft-IDP-Council). - Growth and Development Strategy 2055 (GDS 2055).	- Vision of becoming a digital city that provide effective broadband infrastructure to support business services, commercialization of fibre and connectivity to citizens. - Innovation initiatives focused on improving governance i.e., through new ways of interacting with citizens, health sector, LED, innovation infrastructure (water and energy). - Aspirations made to find innovative ways to spatially transfigure Ekurhuleni to bring about the modernisation of the public service, the economy, human settlements and urban development. - Seeking to modernise the public transport infrastructure (GDS,2055).	- The municipality has set-up a business incubation to create economic renewal in the townships: Innovation Hub (eKasiLab) - a vehicle that promotes and drives the culture of innovation and entrepreneurship in the townships. - Innovation hub project (Fab-Labs) to provide access to modern digital manufacturing to previously disadvantaged communities.	- Looking to finding innovative ways to optimise and reengineer investment transmission and decision-making mechanisms through online investment facilitation system. - Promoting R&D in the manufacturing sector to encourage innovation.	- High level vision stated, but no further elaboration of how the vision will follow through (i.e., no plans or programmes linking to realisation of vision of becoming a digital city). - Innovation initiatives are integrated within current systems of governance (not reinventing the wheel). - No central hub to encourage uptake of innovation within the organisation – rather, different hubs developed for sector-focused purposes (i.e., fab-lab-for manufacturing, business incubator for economic renewal in townships).

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		<ul style="list-style-type: none"> - Aerotropolis as an innovative way for spatial reconfiguration - Innovative approaches adopted as IDP key focus areas/interventions. - The vision in the GDS clearly indicates intent to innovate, “smart, creative and developmental city”. 			
4.	<p>City of Tshwane Metropolitan municipality</p> <ul style="list-style-type: none"> - City of Tshwane Innovation Strategy 2023-2027 (for Council Approval) - City of Tshwane 2023/24 IDP Review of the 2022-2026 IDP 	<ul style="list-style-type: none"> - Research, innovation, education and tech mentioned as specialised activity areas of the city (IDP p.5). - Clear strategic intent to innovation is set out in the IDP – Strategic priority 8: modernization and digitization of City processes with the implementation strategies (IDP p.34). - IDP emphasises innovation in climate change action plan (huge emphasis). Outcome 2: Climate-Smart Urban Planning and 1: Climate-Smart Spatial Planning for Climate-Resilient Growth and Development 2: Innovative Urban 	<ul style="list-style-type: none"> - There is a research and innovation unit, established in 2012. 	<ul style="list-style-type: none"> - Collaboration with higher learning institutions on Knowledge Sharing. 	<ul style="list-style-type: none"> - Innovation forms part of the municipal plans. - Clear on pillars of innovation stated in ASSAf report. - IDP p.151 mentions using technological advances to mitigate climate change but does not further elaborate which technological advancements are those and their budgets thereof. - Intention to innovate is clearly stated in the IDP. <p>Engagement with CoT: 31/08/2023</p>

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		<p>and Township Design and Development.</p> <ul style="list-style-type: none"> - Innovation integrated in the city's spatial vision "City of Tshwane needs to be a leader in sustainable and innovative development". - Modernisation of water management system and detection of leaks mentioned as one of the key objectives of the political parties (IDP p.32). - Mention of plan to implement computer equipment and software to protect against cable theft (budgeted for in 2022/23) (IDP p.189); linked to coalition priority 4. 			<ul style="list-style-type: none"> - CoT has put in place an Innovation Idea Generation Platform which is currently internal, but the aim is to open it for the public. - Next step would be to link what comes out of the platform with the strategic objectives and projects identified as part of the public participation process of the IDP. - The 2014 Innovation Strategy is under review and the draft is awaiting Council Approval.
5.	Drakenstein Local Municipality <ul style="list-style-type: none"> - Economic Growth Strategy (EGS). - Drakenstein Local Municipality Integrated 	<ul style="list-style-type: none"> - Innovation clearly stated to support KPA 03: Organisation and Human Capital. Linked to this, they identify key activities and plans that are necessary to enhance systems and technology to enable smart 	<ul style="list-style-type: none"> - No mention of innovation unit. 	<ul style="list-style-type: none"> -Indicated partnership with CPUT in terms of enhancing innovation, research, learnership, skills and productive capacities (EGS p.48). 	<ul style="list-style-type: none"> - Municipality is clear on which actions they are to undertake in their innovation venture. - Municipality also rate/assess themselves on where they are in relation to plans and activities needed to enable

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	Development Plan 2022-2027.	city and the use of drones and GIS (IDP p.57). - They have ICT Masterplan in place, but no innovation strategy mentioned. - Budget in place for purchasing of high-tech innovation systems in 2022/23 financial year to safeguard municipal infrastructure (part of KPA 6: Community Development, Capital project) (IDP p.137). - Mentioning of enterprise support and finance, infrastructure and land business cluster linked to industrial parks cluster, technology and capital foster innovation (EGS p.32-33) (p.10).			systems and technologies for smart city development. - Their key focus area of innovation is in the organisation and human capital - KPA 3 (To ensure and efficient and effective organisation supported by a competent and skilled workforce). - Ambition to innovate in dealing with GBV (IDP p.295).
6.	Rustenburg Local Municipality - Rustenburg Local Municipality IDP 2022-2027.	- Vision: A smart and environmentally friendly city – one could assume that the smart component of the vision relates to innovation priority, but this is not explicitly mentioned in the IDP.	No mention of innovation unit/structures.		- Emphasis placed on improving municipal operations through improved ICT systems to realise their smart city vision and modernising their city.

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		<ul style="list-style-type: none"> - Innovation included as part of municipal values (IDP p.268) - Part of the Municipal Goals incl. being a vibrant, creative and innovative city. - LED sector plan state needs to roll-out private sector internet connectivity infrastructure to enable local economic development. - Aspiration to advance technology education and technical skills development through provision of land and infrastructure to build an Education hub/University precinct (IDP p.181). - Aspiration of installing smart meters and energy management systems to monitor electricity consumption (IDP p.212) - Innovation in disaster management (aspiration to establish a system for early warning). 			

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		- Municipality has identified industrial park that will focus on innovative approached in the LED sector (IDP p.382).			
7.	City of Mbombela Local Municipality - Draft Integrated Development Plan (IDP) 2022-2027	- Mbombela Vision 2030 “ensuring a safe and smart city” – technologically enhanced communities and places is one of the targets relating to LED. - Their economic and growth strategic objective include creating a safe and smart city that is conducive for investment and living. Target: technologically enhance communities. - Action plan – The municipality targets using alternative technology to build houses as part of reducing housing backlog (IDP p.45 & p.52). - Emphasis placed on using alternative technologies to improve service delivery i.e., sanitation (IDP p.17), electricity (IDP p.113), housing, water provision etc.	-The municipality’s Information Technology (IT) Sub-Division seems to be in place to assist the Municipality to transform itself into a Smart City by providing innovative solutions, a stable information technology infrastructure and optimal functioning of internal application systems to meet the service delivery needs of the community (IDP p.25). - Aspiration of creating an incubation/innovation hub as part of economic growth and development (IDP p.72).	- There is an Information Technology Subdivision responsible for assisting the Municipality to transform into a smart city by providing innovative solutions and a stable information technology infrastructure (IDP p31). Key responsibilities of the division not further elaborated.	- There seem to be several innovation aspirations in the IDP especially pertaining to local economic development (e.g. IDP p.123). However, it remains unclear as to how innovation is approached widely in the municipality.

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8.	uMhlathuze Local Municipality <i>- uMhlathuze Local Municipality: Fifth Generation IDP 2022/2023 – 2026/2027.</i>	<i>- Innovation set out as part of the Values, Vision and LED Focus Area in the IDP (IDP p.33, IDP p.47 and IDP p.268).</i> <i>- Emphasis placed on innovation and digital economy and this to also extend to the rural areas in response to local economic development.</i> <i>- Innovation mentioned as part of their action areas in the IDP implementation plan with assigned budget (IDP p.269).</i>	<i>- No mention of Innovation Unit or strategy in the IDP.</i>	<i>- Collaboration mentioned with institutions of higher learning for specific projects that includes innovative approaches.</i>	<i>- Clear alignment stated between SDG goals that relates to innovation and the municipal interventions (see IDP p.54).</i> <i>- Innovation mostly stated in support of the small businesses throughout the IDP.</i> <i>- The City of uMhlathuze Technology Park aims to establish a health technology hub, accommodating firms, government, and academia in the healthcare industry. Techno Park to be developed through partnership agreements with EDTEA, UMfolozi TVET, University of Zululand and National Department of Science and Technology (IDP p.279).</i>
9.	Chris Hani District Municipality	<i>- Innovation mentioned as part of the municipality's value statement,</i>	<i>- The municipality has set up a Regional Economic Development Agency namely</i>		<i>- Municipality is clear on how they will go about sourcing funding for the innovation</i>

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	-Chris Hani District Municipality IDP 2022-2027.	<p>KPAs and Core Competence Area (IDP p.199 and p.182).</p> <ul style="list-style-type: none"> - Innovation initiative in the IDP - Municipality endeavours to equip libraries with latest innovation in ICT (IDP p.59). - Innovation initiative in the IDP - Intends to set up a Digital Hub in Komani Industrial Park township area (IDP p.135). - Innovative project identified in the IDP -named: Start up nation which seeks to encourage innovation uptake (within small business development targeting tech and engineering start-ups and social enterprises) aims to target 6000 beneficiaries. (IDP p.216). Budget not indicated. 	<p>the Chris Hani Development Agency Pty (Ltd) (CHDA) to act as a mechanism to fast-track major economic development programmes and to assist the District Municipality in addressing the many economic challenges it confronts (IDP p.134).</p> <ul style="list-style-type: none"> - Amongst programmes of CHDA is to set up a Digital Hub which will be a Media Information Communication Technology Innovation Centre which is intended to be the centre for innovation, production of information technology software and hard-drives, assembly point for technology tools, the training centre for the media, information, communication and technology skills; and the business and community access centre for the 		<p>initiatives particularly the innovation hub –as stated in the IDP that the Digital Hub funding and development will be integrated to Komani Industrial Park which has currently applied for phase 2 infrastructure funding from DTIC (IDP p.135).</p>

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			services which are hosted at the centre and required to accelerate business through information and technology tools (see more about the programme in the IDP p.135).		

4. Conclusion

- Areas targeted for innovation vary from municipality to municipality. They range from Local Economic Development to Climate Change, Housing and Governance.
- Seemingly, the City of Tshwane is the only municipality amongst the nine with an innovation strategy in place. The strategy is currently out for Council's approval.
- The municipalities which have set out a clear intent/aspiration to innovate include City of Cape Town Metropolitan Municipality, Ekurhuleni Metropolitan Municipality, City of Tshwane, City of Mbombela Local Municipality, Chris Hani District Municipality, and uMhlathuze Local Municipality. This intent is stated either as part of their vision or value statement.

- Some municipalities have innovation structures/units that spearhead innovation within the organisation although their functions and set-up vary across different municipalities. Municipalities with innovation units or those with clear structures put in place to drive innovation include City of Tshwane, eThekweni Metropolitan Municipality, City of Cape Town Metropolitan Municipality, City of Mbombela and Chris Hani District Municipality.
- Innovation hubs are set-up across some municipal areas where communities are encouraged to explore/test innovative ideas. In some cases, these hubs or incubations are set up in partnership with the private sector and institutions of higher learning. Municipalities with innovation hubs as gathered from their IDPs include Ekurhuleni Metropolitan Municipality and eThekweni Metropolitan Municipality. Other municipalities only state their intention to set up such hubs.
- Some municipalities have stated their intention to partner with the private sector in sourcing funding, but the funding models are not made explicit in the IDP.
- Municipalities with innovative approaches/interventions that are clearly set out in their implementation plans include City of Cape Town and uMhlathuze Local Municipality.
- It could be gathered from this assessment that a number of municipalities are moving towards the idea of developing industrial parks to serve as innovation centres where different technologies are developed.