NATIONALE
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POLITIK

REALISING INTEGRATED NATIONAL URBAN DEVELOPMENT POLICIES AND STRENGTHENING MUNICIPAL CAPACITY THROUGH PEER LEARNING AND LIVING LABS

giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

On behalf of

Bundesministerium des Innern, für Bau und Heimat

cooperative governance
Department:
Cooperative Governance
REPUBLIC OF SOUTH AFRICA

SOUTH AFRICAN - GERMAN
CITY PEER LEARNING NETWORK
FOR INTEGRATED AND LIVEABLE NEIGHBOURHOODS

IMPRESSUM

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PREFACE

"Realizing integrated national urban development policies and strengthening municipal capacity through peer learning and living labs"

The global strategic documents Sustainable Development Goals (SDGs) and the New Urban Agenda (NUA) demand a wide international commitment to an integrated approach in urban development on the political level and effective implementation of national urban development policies on the operational level.

National urban policies are a key strategy for the implementation of the global vision of cities for all, referring to the equal accessibility of public services and public goods in cities and human settlements. They help to promote inclusivity and ensure that all inhabitants, of present and future generations are able to inhabit and produce safe, healthy, accessible, affordable, resilient and sustainable cities and human settlements without discrimination of any kind. Therefore, strengthening the cities in their leading role of actors for urban change is a focal point of urban development policies.

South Africa and Germany both developed national policies that seek to foster a shared understanding about how best to manage urbanisation in an integrated manner. Since 2013, both countries have championed a learning alliance on integrated urban development - driven by the desire to strengthen municipal capacity, ultimately create integrated, liveable neighbourhoods and so to realize national urban policy.

The cooperation finds its practical implementation in a city-to-city peer-learning network; the network comprises national and local government, city associations, decision-makers and implementers from both government and civil society. The network helps to provide insights and supports better understanding for national policies and its programmes by visualizing them through integrated projects at the city-level. The peer network uses the tool of so-called living labs to further strengthen cities as key actors in the urban development process.

This publication describes the cooperation, its objectives, the city-to-city peer-learning approach and outcomes on the local and national levels. We hope that this network's ongoing learning journey can inspire all practitioners working towards realizing the global vision of cities for all.

ANNE KATRIN BOHLE, STATE SECRETARY
AT THE FEDERAL MINISTRY OF THE
INTERIOR, BUILDING AND COMMUNITY

THE COOPERATION

Urbanisation will be the biggest challenge of the 21st century. Currently, 55% of the people on earth live in urban areas. By 2050, this number is projected to increase to 70%. While there is an ever-growing need for cities to provide adequate shelter, food, sanitation and safety for the increasing number of inhabitants, very few places have actually developed and implemented policies that address the foreseen demands in such a comprehensive fashion.

The New Urban Agenda (NUA) and Sustainable Development Goals (SDGs) provide cities and nations with clear guidelines on how to approach the ever-increasing challenges urbanization brings about. Amongst other stipulations, the NUA strongly advocates for three vital issues: the development and implementation of national urban policies, a strong commitment to the notion of an integrated approach, as well as a focus on strengthening local governments as actors. With their strong belief in integrated urban development and a shared passion for the development and implementation of a national urban policy, Germany and South Africa's partnership is a tangible realisation of the global agendas.

The partnership aims to promote innovation in urban development in both countries along the lines of the NUA, the European Leipzig Charter and both countries' respective national urban policies: the Integrated Urban Development Framework (IUDF) in South Africa and the National Urban Development Policy (NSP) in Germany.

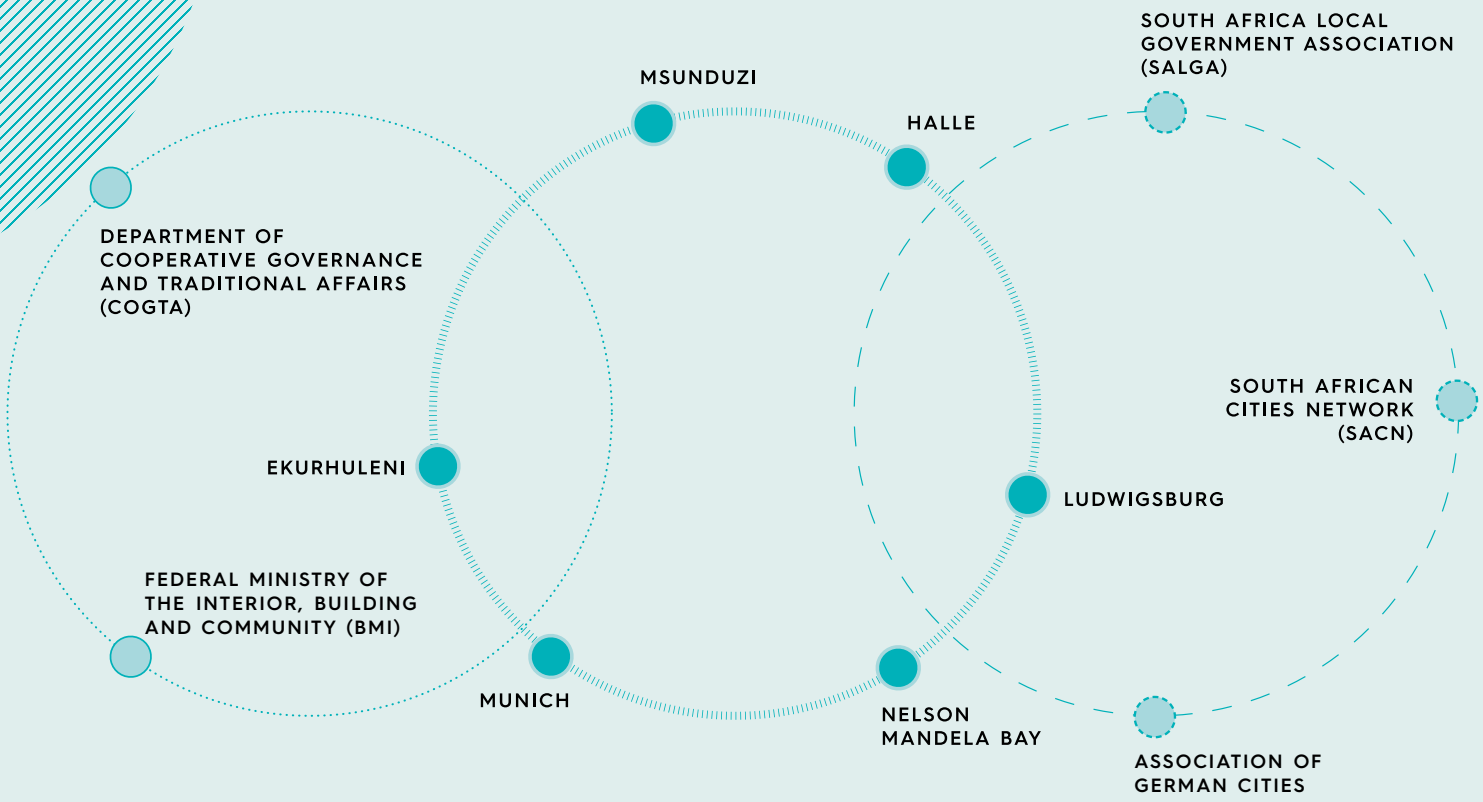
The overall objective of the intervention is to jointly identify and share innovative solutions in the field of integrated urban development through new forms of cooperation and learning. These comprise dialogue and exchange on the two countries' national urban policies as well as a city peer-to-peer learning network. Insights on policy and programme implementation at local government levels are shared with national-level decision makers and with the wider urban development community through events as well as through the city associations of both countries.

The South African – German City Network for Integrated and Liveable Neighbourhoods has thus been initiated in the framework of the Declaration of Intent to Cooperate signed between the Federal German Ministry of the Interior, Community and Building (BMI) and its partner ministry in South Africa, the Ministry for Cooperative Governance and Traditional Affairs (CoGTA), in 2013. The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) was comissioned to support the intergovernmental partnership and facilitate the collaboration at national level and city level through peer-to-peer learning experiences. The South African Cities Network (SACN) and the South African Local Government Association (SALGA) as well as the German Association of Cities (DST) are further partners in South Africa and Germany.

The six participating cities are: Halle (Saale), Munich and Ludwigsburg in Germany and Nelson Mandela Bay, Ekurhuleni and Msunduzi in South Africa.

As part of a "living lab", each city has provided one of their strategic urban development projects, ready to share knowledge and experiences and to draw inspiration from their peers for the project's continuing implementation. Within the overall theme of "integrated and liveable neighbourhoods" and the sub-theme "from integrated planning to practice" the network members agreed on the following topics as common key challenges in their efforts to implement the city projects: Interdisciplinary management and coordination, citizen participation and neighbourhood presence, as well as marketing, communication and branding. In addition to jointly elaborating and supporting each other with regards to the chosen topics, the network also engages with the higher level policies on integrated urban development in the two countries. It does so with a view to contextualizing the successes and challenges of the cities in relation to the framework provided by national-level policies and programmes.

THE PEER-LEARNING NETWORK APPROACH



FEDERAL/NATIONAL MINISTRIES RESPONSIBLE FOR NATIONAL URBAN POLICY

- Offer strategic guidance to the network and its work on selected core themes
- Provide a comprehensive insight into all aspects of the national urban policy and its programmes
- Exhibit openness to feedback and insights from local government so as to incorporate them into the continuous further development of national urban policy and its programmes
- Incorporate insights gained by the network into further national urban policy development processes

CITIES

- Offer exemplary city projects that are conceptualized and implemented in an integrated manner and can be used as living labs
- Act as host for one network workshop
- Act as peer advisor to other cities, share challenges and innovation in realizing integrated urban development
- Provide national government with open and honest feedback on implementation challenges as well as on the context/ framework and support given by national government

CITY NETWORKS

- Offer insights and guidance from a meta-level perspective
- Share exemplary approaches from other cities
- Provide a mechanism for spreading information gathered in the network to a wider audience

THE LEARNING JOURNEY

June 2016

Ws #1 Nelson Mandela Bay

FOCUS:

Finding common ground; jointly defining focus topics within the field of integrated urban development for upcoming two years: from planning to practice, participation and stakeholder engagement, integrated management, PR and communication.

HIGHLIGHT:

Arriving as strangers – leaving as friends

Feb 2017

Ws #2 Ekurhuleni (and Joburg)

FOCUS:

Approaches and methods for stakeholder and community participation and engagement

HIGHLIGHTS:

Engagement between State Secretary Adler and network members; Joburg CBD walk

Sept 2017

Ws #3 Halle (and Leipzig)

FOCUS:

Aspects of and levels for integrated planning, from national framework (national urban policy) to integrated city development plans to neighbourhood development plans

HIGHLIGHTS:

Citizen participation and engagement through public art/muralism; citizen garden and communal open air pizza bake-off

June 2017

Delegation by CoGTA, SACN and network partners including DM Nel and contribution to Bundeskongress (side event on role of international peer learning networks) – documentation by film

Trilateral WS with sister network D4C/DE-USA on synergies and commonalities (shared challenges on the ground, similar focus topics)

March 2018

Ws #4 Msunduzi (and eThekwini)

FOCUS:

Models for integrated/transversal management for local government

HIGHLIGHTS:

Joint inner city walk with mayor and team; visiting historical Nelson Mandela Capture Site

Sept 2018

Joint policy WS with sister networks (DE-USA, DE-Ukraine) on lessons from and for the German National Urban Development Policy

Contribution to Bundeskongress: Arena on city peer learning networks and their contribution to strategic urban development policy

Sept 2018

Ws # 5 Munich

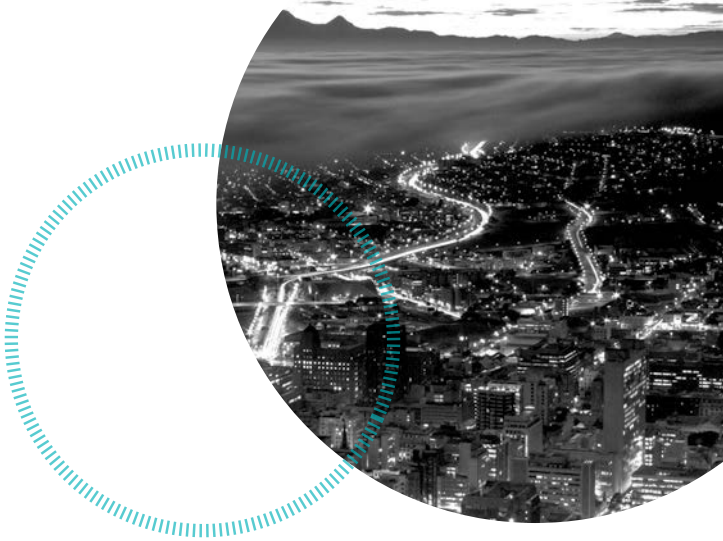
FOCUS:

Joint development of core content for poster exhibition and final publication

HIGHLIGHTS:

Experiencing Bavarian culture and customs from historical inner city to beer gardens to Octoberfest; documentation of reflections on site visit by post cards, on network approach/learning method by peer booklets

GERMANY AND THE EUROPEAN PERSPECTIVE



The starting point for Germany's National Urban Development Policy is the notion of the European City as a spatial, social and value model. On the one hand, this European City is a success model: as the focal point of economic development, as an ecologically meaningful form of settlement and as a functioning driver of social and ethnic integration. On the other hand, people everywhere in Europe today are looking for a new balance: a balance between economic growth and sustainable development, between an expansion of building activities and preservation of historical heritage, between a rapid development of spatial mobility and a reassessment of the concept of neighbourhood.

The challenge that has to be addressed everywhere in Europe is therefore to develop strategies and instruments that will safeguard the economic prosperity of cities without compromising urban qualities. Environmental challenges such as climate change, CO_2 emissions, and a shortage of open spaces are coming to a head everywhere – and nowhere more so than in cities. At the same time, social and cultural disparities such as the gaps between the rich and the poor, between indigenous population and ethnic minorities is widening in cities and neighbourhoods – and in some cases is even jeopardizing the integrative power of urban areas.

Many questions arising in this context are thus more productively approached from a global and European perspective because the framework for urban development is increasingly being influenced by global developments on one hand, and by European institutions and regulations on the other. The National Urban Development Policy is therefore committed to intensify the European dialogue launched by the Leipzig Charter and the Territorial Agenda of the EU – but it will do so with projects and initiatives that are as concrete as possible and are tailored to the national and regional contexts in Germany.

The Leipzig Charter: Commiting to Sustainable Cities and Integrated Urban Development

In 2007, the Leipzig Charter on Sustainable European Cities was signed by 27 European Ministers in charge of urban planning and urban development. Contributing to the overall improvement of living conditions in urban areas of the EU, it highlights strategies and principles for sustainable urban development with a strong focus on equal livability and an integrated approach to urban development. Further, it emphasizes that special attention is paid to deprived neighbourhoods within the context of the city as a whole.

The Charter further describes key elements of integrated urban development policy and of multi-level governance requirements for realizing an intergrated approach.

• Every level of government - local, regional, national and European - has a responsibility for the future of our cities. To make this multi-level government really effective, we must improve the coordination of the sectoral policy areas and develop a new sense of responsibility for integrated urban development policies. We must also ensure that those working to deliver these policies at all levels acquire the generic and cross- occupational skills and knowledge needed to develop cities as sustainable communities.

• Integrated urban development policy is a process in which the spatial, sectoral and temporal aspects of key areas of urban policy are co-ordinated. The involvement of economic actors, stakeholders and the general public is essential.

• The reconciliation of interests is facilitated by an integrated urban development policy. This forms a viable basis for a consensus between the state, regions, cities, citizens and economic actors. By pooling knowledge and financial resources, scarce public funds can be more effectively used. Public and private investments will be better coordinated. Integrated urban development policies involve actors outside the administration and enable citizens to play an active role in shaping their immediate living environment. At the same time, these measures can provide more planning and investment certainty.

THE GERMAN NATIONAL URBAN DEVELOPMENT POLICY (NSP)

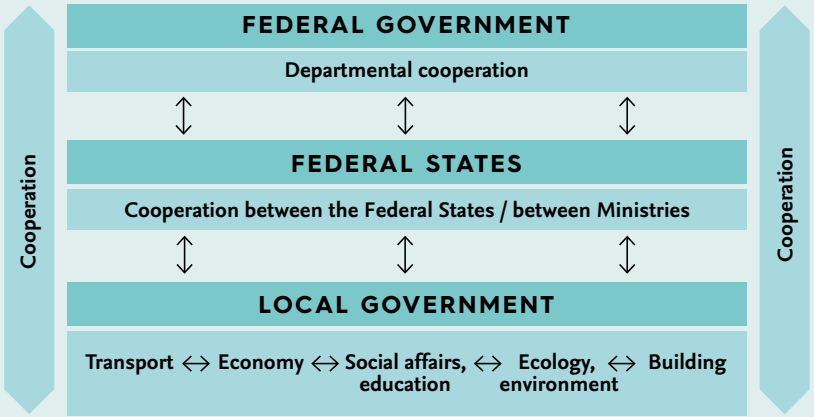
The National Urban Development Policy (NSP) is a joint programme by federal, state and local government. It aims to realise the principles as set out by the Leipzig Charter on Sustainable European Cities in Germany and focuses strongly on the development and implementation of an integrated approach to urban development. Such an approach works across sectors and is able to deal with economic, ecological and societal challenges in cities and towns. For this purpose, it brings together strategies and programmes under one roof, and is continuously adapted to changing realities with representatives from politics, government, research, private sector as well as civil society. The Memorandum "Urban Energies – Urban Challenges" of 2012 describes concrete goals.

The National Urban Development Policy is therefore a living document which provides an opportunity for all stakeholders from government, public authorities, planning professions, industry and scientific community to have their say on topics such as living together in cities, urban qualities and good governance. On the one hand, it wants to bring together 'organized voices'. Equally, however, it also wants to give voice to everyone who is committed to the city and local community. This policy therefore also addresses civil society groups, trade unions, churches, social associations and the media. Everyone who is interested in the future of the cities and the regions is invited.

As a city is a process of constant learning and adaptation, this also determines the activities of the National Urban Development Policy. The policy kick-starts projects, organizes conferences, initiates workshops and looks for examples that flesh out the idea of a European city. The goal is always the same: it is an equitable, cooperative, sustainable and attractive city.

NATIONAL URBAN DEVELOPMENT POLICY TARGETS:

- to supplement the current activities undertaken by the local governments and the state level
- to put government action in the area of urban development up for discussion
- by means of various activities to find (new) partners and (new) topics
- to effectively represent the German positions in Europe
- to concentrate resources by inter-departmental cooperation and thinking
- to optimize the support structure and efficient use of public funds

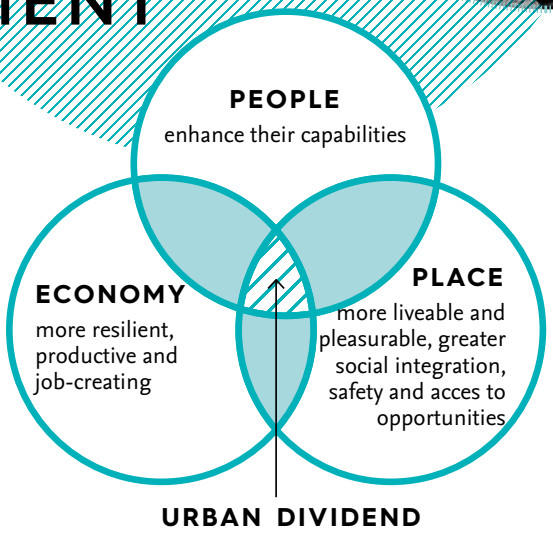


THE SOUTH AFRICAN INTEGRATED URBAN DEVELOPMENT FRAMEWORK

The Integrated Urban Development Framework (IUDF) is a policy initiative of the South African government, coordinated by the Department of Cooperative Governance and Traditional Affairs (CoGTA). The IUDF seeks to foster a shared understanding across government and society about how best to manage urbanisation and achieve the goals of economic development, job creation and improved living conditions in South African cities. The IUDF was produced through an iterative process of research and engagement and was approved by government in April 2016.

The IUDF is South African government's policy position to guide the future growth and management of urban areas. In the economic history of humanity, urbanisation has always been an accelerator of growth and development, bringing about enormous changes in the spatial distribution of people and resources, and in the use and consumption of land. Supporting policies and frameworks are therefore needed that can leverage the urbanisation process for increased development gains and sustainability.

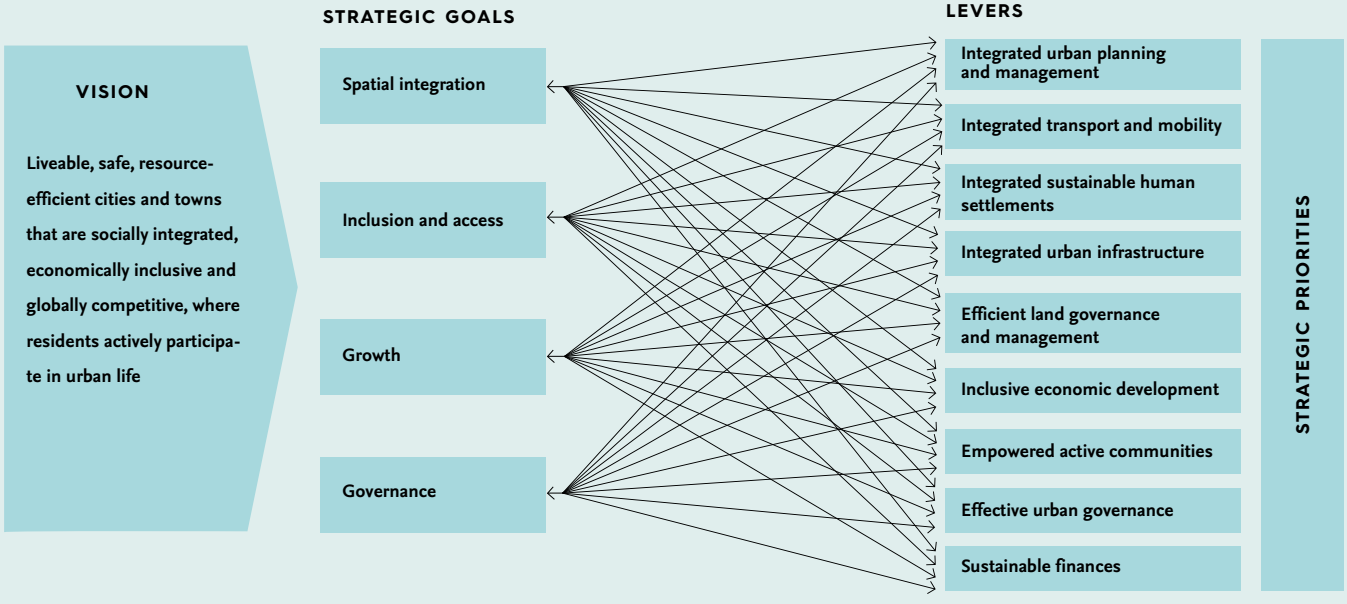
The IUDF responds to the post-2015 Sustainable Development Goals (SDGs), in particular to Goal 11: Making cities and human settlements inclusive, safe, resilient and sustainable. It also builds on various chapters of the National Development Plan (NDP) and extends Chapter 8 'Transforming human settlements and the national space economy' and its vision for urban South Africa: By 2030 South Africa should observe meaningful and measurable progress in reviving rural areas and in creating more functionally integrated, balanced and vibrant urban settlements.



FOR THIS TO HAPPEN THE COUNTRY MUST:

- clarify and relentlessly pursue a national vision for spatial development;
- sharpen the instruments for achieving this vision; and
- build the required capabilities in the state and among citizens.

The IUDF's overall outcome – spatial transformation – marks a New Deal for South African cities and towns, by steering urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns.



Key principles of the Leipzig Charter and what they can mean in practice

FEDERAL MINISTRY
giz
NATIONALE STADTENTWICKLUNGS POLITIK
SOUTH AFRICAN-GERMAN CITY NETWORK
FOR INTEGRATED AND LIVEABLE CITIES
PLANING FOR THE FUTURE
RAPID TRANS-FORMATION
SOGUN CONTRACT
TOOLS
DIVERSE
HERITAGE
DEAL WITH THE PAST:
• POLITICAL
• ECONOMY
• STRUCTURE
POST WAR
POST RE-UNION
POST APART-HEID
RACE
CULTURE
LIFESTYLE
CLASS
INCOME
PEOPLE
SPACE
HALLE SAALE
HEALTHY LIFE
NEW ECONOMY
SERVICE
ASIA
RESIDENT
COMMERCIAL
USE
ONLY ONCE HERE
COSTS
PAYMENT
OWNER
?!
ME OR WE
• VACANT
• RESER-VATION
SAVE SPACE
LIFE
WORK
PLAY
LESS DISTANCES
FACILITY
ENGAGEMENT
Deutscher Städtetag

GOOD PRACTICES – CITIES SHARING EXEMPLARY APPROACHES AND METHODS

Whilst the individual workshops during the peer-to-peer-learning journey within the South African – German City Network were characterized by different focus topics, such as 'participation, stakeholder engagement and neighbourhood presence' or 'integrated management approaches', certain approaches and methods implemented by selected cities were shared as good practices and jointly assessed for their relevance to the other cities.

1. PARTICIPATION, STAKEHOLDER ENGAGEMENT AND NEIGHBOURHOOD PRESENCE – WS #2

Participation, stakeholder engagement and co-productive city development are constantly gaining importance in the integrated development of sustainable cities worldwide. Against this backdrop, participants of the network dealt with the following questions: how can one provide citizens an opportunity to share their viewpoints and provide feedback to planned city and neighbourhood development processes–so as to ensure that existing challenges and opportunities are addressed adequately. What are tools to actively involve all stakeholders at city and neighbourhood level to engage with ongoing planning and implementation processes? Three approaches, with different levels of depth and intensity of engagement were shared:

LUDWIGSBURG

"Chances for Ludwigsburg" – Future Conference Model: Future Conferences are an elaborate, three-phase process for large-scale participation at city and neighbourhood level, where citizens and local stakeholders are involved in visioning and decision-making processes around strategic questions to ensure the city development concept responds to citizens' needs.

HALLE (SAALE)

"Civic-based development concept for Freiimfelde": Based on the approach by Freiraumgalerie to initiate citizen engagement through open-air muralism, a bottom-up process ensured the development of an integrated neighbourhood development concept whilst at the same time already activating citizens for its implementation. In order to also engage hard-to-reach citizens, a wide range of methods including meetings in courtyards and flats were realized.

MUNICH

"Neighbourhood lab"concept (Stadtteillabor): Easily accessible spaces at neighbourhood level have been made home to the citizen engagement process and citizen centre in order to activate citizens and stakeholders to proactively take responsibility for change in their neighbourhood as well as to create awareness and acceptance. They also serve as event location and exhibition hall.

2. INTEGRATED APPROACHES – WS #3 (AND PARTIALLY WS #2)

Integrated and holistic approaches executed by the city administrations are key to developing people-oriented and place-specific development that take into account the overall livability rather than one specific sectoral need. At national level, the general framework for the implementation of integrated urban development on city level is ideally definded in integrated policies and programmes.

The group presented and discussed two overall approaches/frameworks at national level: The Integrated Urban Development Framework (IUDF) in South Africa (presented by CoGTA and SACN) and the German National Urban Policy (NSP) and Leipzig Charta (presented by BMI). At city level, the process and methodology for elaboration of integrated plans at city and neighbourhood level have been discussed. Some inputs and examples were given by:

- City of Halle (Saale): INSEK – Integrated City Development Concept
- Project Freiimfelde in Halle: Integrated Neighbourhood Development Plan
- City of Leipzig: INSEK – Integrated City Development Concept (Concept and Process)

3. INTEGRATED MANAGEMENT APPROACHES – WS #4

In terms of implementation, the approach of integrated development with its aim of bringing together many different parties, stakeholders and departments is a complex undertaking. Reams of different issues, interconnections, processes need to be mutualized. To develop a common understanding of implementation and management of integrated approaches, the group dealt with the question of how to coordinate and integrate interdisciplinary approaches and how to overcome silo thinking. The participants shared their experience on how planning can be connected to other spatial areas and on what actors could take command of particular projects or processes. They also shared experiences on governance challenges, e.g. ensuring and maintaining buy-in of all partners and showing courage in leadership.

Some of the participating cities already developed individual approaches and governance models to support integrated management and implementation at city and neighbourhoood level.

- Nelson Mandela Bay: Transversal Management Model
- Ludwigsburg: Software-based Steering and Controlling System supporting Integrated Development (Ksis)
- German Association of Cities: Example from Karlsruhe from Smarter City to IQ Process

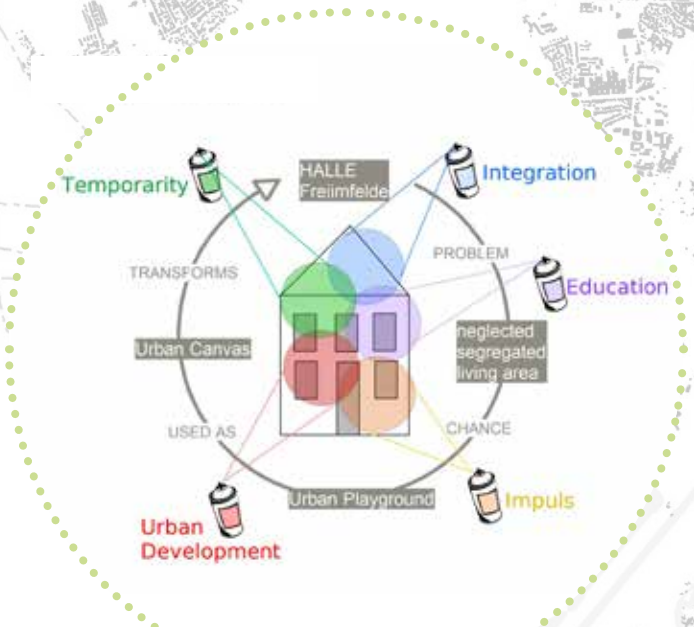
4. PR AND COMMUNICATION (THROUGHOUT)

Throughout all the workshops and in between, a PR and communication strategy for the whole intervention was developed and realized. Various methods for the presentation of content, reflection with peers and stakeholders, as well as the documentation of workshops and events were introduced and tested by/with all network members, e.g.:

- Presentation and communication techniques:
  - Pecha kucha
  - Poster presentation
  - Fact sheet
  - Feature film
  - Tweets
- Documentation techniques:
  - Graphic recording
  - Transnational peer diary
  - Video documentary
- Reflection techniques:
  - Reflection through gesture/word/sentence method
  - Postcard on takeaways and recommendations
  - Transnational peer walks

HALLE

Population: 241,093
Area: 135 km²
Density: 1,781 persons/km²



FREIIMFELDE, HALLE–DEVELOPMENT THROUGH PARTICIPATION AND ART

Freiimfelde, a neglected neighbourhood in Halle, is separated from the rest of the city by a railway corridor. The neighbourhood is characterised by a high density of abandoned buildings, poor construction and road conditions as well as a high rate of unemployment, and poverty. It also has a large migrant population.

Initiated by the urban arts festival All You Can Paint in 2012, the project aims to create new prospects in the neighbourhood and demonstrate the opportunities of revitalising abandoned urban structures through participation and urban art.

Since 2017, different stakeholders from the neighbourhood and from outside (e.g. Montag Foundation, Soziokulturfond, ExWoSt-Program by the Federal Government), civic associations and a network of cultural institutions, volunteers, artists and local citizens have transformed uncultivated land into a public park.

Prospectively, strong participation and commitment by citizens of the neighbourhood as well as land lords is required to create a development concept through a bottom-up process with citizen involvement and attended by the urban planning section of the municipality.

In order to achieve a high level of participation during the process of concept development, we need to experiment with new methods of participation.

"Smart City is more than WiFi"

"We came as colleagues, but we left as friends"

LARS LOEBNER, HEAD OF SECTOR UNIT PLANNING

"Spatial justice. That term was new to us – and we discussed a lot how to transfer it to our context"

"The main road in Freiimfelde was part of the problem, in Mandela Bay it was part of the solution!"

HENDRYK VON BUSSE, PROJECT COORDINATOR FREIRAUMGALERIE

Citizen activation through public art and muralism – Halle's Freiraumgalerie

"We didn't use art to beautify the city, but to show chances instead of problems"

Freiraumgalerie

Citizen participation

EKURHULENI

Population: 3,178,470
Area: 1,975 km²
Density: 1,609 persons/km²

KEMPTON PARK, EKURHULENI –REVIVING A CENTRAL BUSINESS DISTRICT

"Do not plan to plan, plan to implement"

ANDILE SITSHALUZA, SENIOR MANAGER: INFRASTRUCTURE PLANNING

Kempton Park, part of Ekurhuleni Metropolitan Municipality, is located in the Gauteng province in South Africa, five kilometres away from the OR Tambo International Airport. It shares its administrative boundaries with the City of Johannesburg, South Africa's largest city, and the City of Tshwane, South Africa's Administrative Capital City. It is situated south of Tembisa, one of the largest townships in the country. It is bordered by major land transport routes as well a passenger rail route connecting Kempton Park to various parts of the Gauteng City Region. Adjacent to Kempton Park is an industrial and service sector area, which provides employment and tax revenue.

Kempton Park's Central Business District (CBD) has been experiencing an increase of poor quality of life, space and place due to urban decay. Dilapidated, unsafe, unhealthy conditions and hijacking of buildings, which result in (1) revenue loss to the city in a form of rates and taxes; (2) low investor confidence; (3) high levels of crime; (4) low economic growth; and (5) demand for decent and affordable social housing.

Because of the strategic location and the spatial and economic development opportunities within and around the Kempton Park CBD, Ekurhuleni's Integrated Development Plan identifies the area as a cultural and economic hub of the metro anchored by the Aerotropolis. Kempton Park CBD has been accorded the status of Urban Development Zone (UDZ)*.

To deal with the decaying state of public open space and public infrastructure, the precinct plan seeks to encourage both public and private sector investment in the Kempton Park CBD by (re)developing eight mini-precinct intervention areas in a way that structures and facilitates the required investment in the context of the Aerotropolis Masterplan**. For the purposes of piloting the implementation of the Integrated Urban Development Framework (IUDF), the city is profiling projects.

In terms of the Built Environment Performance Plan***, the efforts to revive Kempton Park CBD falls within Ekuhurleni's priority development and densification corridor identified as Integration Zone One (IZO). IZO is a high rise and mixed-use infill development corridor along an integrated public transport spine between Tembisa township and the suburb of Rhodesfield that neighbours the OR Tambo International Airport. As such, the project plays a key strategic restructuring role in ensuring high density and transit-oriented development.

The Kempton Park precinct plan was completed in the 2016/17 municipal financial year (MFY). The feasibility studies and mini precinct conceptual designs started in the 2017/18 MFY, and will be completed in the 2018/19 MFY. The budgeting for the implementation of the projects will commence towards the end of the 2018/19 financial year. The detail designs and bidding commence in the 2019/20 financial year. The actual construction is set to start during the 2020/2021 MFY.

* The Urban Development Zone (UDZ) – UDZ is a tax incentive in respect of the erection, extension, addition and improvement of buildings demarcated within the dermacatde area.

** The Aerotropolis Master Plan (AMP) – The AMP is the City of Ekurhuleni's 25-year plan that is intended to streamline governance and regulatory procedures to support investment and development of the Gauteng City Region. The AMP is an urban development concept in which the region's layout, infrastructure and economy has an airport at its core. It is envisaged to be a game-changing intervention that will facilitate spatial, economic and social transformation, in order to reposition the Gauteng Province's regional economy as an ideal destination for trade, investment and tourism.

*** The Built Environmental Performance Plan (BEPP) – The BEPP is a tool that provides mechanism for the existing City's strategies and policies to accomplish spatial transformation, social inclusivity and economic growth through integrated and coordinated planning and investment.

"One of the key solutions that the German cities have is "the people's process." I think they clearly understand that what they do is for the people and that it is the people who are going to occupy that space"

S'BUSISO DLAMINI, DIVISIONAL HEAD, METROPOLITAN SPATIAL PLANNING, EKURHULENI METROPOLITAN MUNICIPALITY

Workshop 2: Discussion of Ekurhuleni pilot project

Excursion to and inner city walk in the city of Johannesburg

INTEGRATED URBAN DEVELOPMENT CONCEPTS (INSECS) AS A TOOL TO FOSTER INTEGRATION AT CITY LEVEL

An Integrated Urban Development Concept is a strategic, non-formal, interdisciplinary planning instrument whose role is to review all topics of importance for urban development and define mutually coordinated goals, measures and project proposals for the development of a city. It describes the most important measures and projects for the development of a city, to be implemented by the city administration, other public institutions and local actors and concretizes the general objectives of urban development for a city/district for the coming years (mostly next 10-15 years).

Usually, Intgrated Urban Development Concepts include topics such as urban structure, housing, traffic, technical infrastructure, economy, tourism, modernisation of management, public spaces, environment, cultural heritage, culture, health and social care, education, sport. These concepts refer to a specific period and can be developed on different levels: city level, district level or neighbourhood level. Ideally, they are characterised by elaborate processes ensuring public participation and engagement such as in the case of Ludwigsburg's Future Conferences.

INSECs

- serve as steering instrument and guidance for city administration
- provide transparency and orientation for citizens and stakeholders
- enable the use of synergies of sectoral activities and investments
- help to identify priorities for budgeting process
- serve as basis for national and European funding

„A good integrated urban development concept is a joint commitment to solve challenges, to strengthen potentials with the aim to make our cities more liveable."

JOCHEN GAULY,
URBAN PLANNING CONSULTANT

FORMAL PLANNING

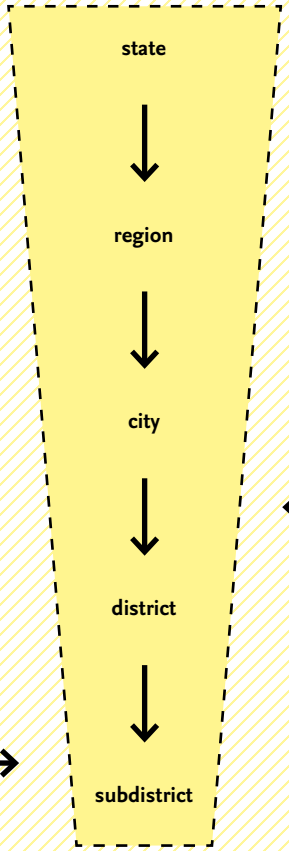
(prescibed by law)

regional development plan
(adopted by a region)
Landesentwicklungsplan

Regional plan
Regionalplan

Land use plan
Flächennutzungsplan (FNP)

Legally binding land-use plan
Bebauungsplan



SECTORAL PLANNING

(mostly voluntary plans prepared with different levels of participation, approved by city council, base for decisions, base for application for regional/national/european funding)

City-wide integrated urban development strategy

Built upon city-wide **sectoral concepts**
e.g. urban development plans

District-related concepts

WIDENING THE SCOPE OF THE LEARNING-JOURNEY: EXPERIENCING URBAN DEVELOPMENT IN JOBURG, LEIPZIG AND ETHEKWINI (DURBAN)

Whilst the methodological approach of the peer-learning network encompasses only a limited number of cities and firmly designated delegates from those, the network meetings were utilized to soak up as many new insights and inspirations as possible with regards to different aspects of integrated urban development. Thus, further cities that are commonly praised for their exemplary urban development achievements were explored during intensive, half- to one day visits.

Johannesburg – inner city regeneraton: walking tour to experience how attempts at reclaiming and reinvigorating the inner city have achieved a great transition

Leipzig – urban transformation and innovation: intensive interaction with city leadership and implementing partners to understand the linkages between a city-wide integrated urban development concept and innovation and interventions at neighbourhood level

eThekwini – urban development and climate change: engagement with colleagues from Go Durban and the Greeen Hub to explore approaches linking urban development to green issues in a hands-on and approachable manner

LUDWIGSBURG

Population: 93,593
Area: 43,35 km²
Density: 2,159 persons/km²

"Working and discussing continuously with colleagues, (later friends) from South-African and German cities on a peer-to-peer basis had many positive influences on our projects, but also on the way I see the world"

TOBIAS GROSSMANN, DEPARTMENT OF SUSTAINABLE URBAN DEVELOPMENT

FUCHSHOF, LUDWIGSBURG – THE FRAMEWORK FOR A NEW HOUSING AREA

Fuchshof is a development area of 60 ha, located between Downtown East and the suburb of Oßweil. At the moment, it is used for sports activities and gardening. Approximately 500 new residential units are planned, making Fuchshof one of the largest construction areas in the city of Ludwigsburg.

In 2013, a competition for submitting ideas for the development of the Fuchshof was launched. Many suggestions were added to the current framework plan as well as new requirements.

A committee of the municipal council, which is responsible for construction, technology and the environment, adopted the framework plan for the area in autumn 2017. The framework plan lays out the steps for the planning process. It specifies, for example, where sports facilities, green spaces, parking lots and residential units will be located and how they are designed. The Fuchshof residential park will offer future residents an attractive environment.

Construction began in 2018. With the development of the new construction area, the new school and the upgrading of existing sports facilities such as the Ludwig Jahn Stadium, the ice skating rink, the public swimming pool or the various sports clubs, the aspect of traffic and parking has become more important, as these facilities are expected to draw a lot of additional visitors. The councillors decided to include a new road, "Waiblinger Straße". An integrated mobility concept that considers all types of transportation is currently being developed.

An important step was an information and participation phase for citizens in January 2018. Fuchshof visibly started to change when the old greenhouse was torn down in the beginning of 2018. The first new building to be completed is the new primary school: by 2020/21, it will be providing school spots for the kids living in the area. The construction of the new gym also has a high priority. It is expected to take five more years until the construction of the residential area is on its way.

"To know the relevance of mixing – social, ethnical, architectural is so important"

"Participation in a project is a never-ending process."

ALBERT GEIGER; HEAD OF DEPARTMENT FOR SUSTAINABLE DEVELOPMENT.

"The network was so important to me. If I present my work in Germany, I present it differently now – because I see the global frame."

Citizen participation

Representatives from Ludwigsburg in discussion with their peers

MSUNDUZI

Population: 618,536
Area: 633,8 km²
Density: 976 persons/km²

JIKA JOE, PIETERMARITZBURG– BUILDING RESIDENTIAL UNITS IN AN INFORMAL SETTLEMENT

Jika Joe is an informal settlement within the Msunduzi Municipality, commonly known as Pietermaritzburg or the "City of Choice", approximately 80km outside of Durban. It is well known for its high crime rate, lack of sanitation facilities and makeshift housing construction with mud, wood, and cardboard. Due to the fact that basic services are not available, the area is prone to fires and unhygienic living stands, especially for younger children in the informal settlements and its surroundings.

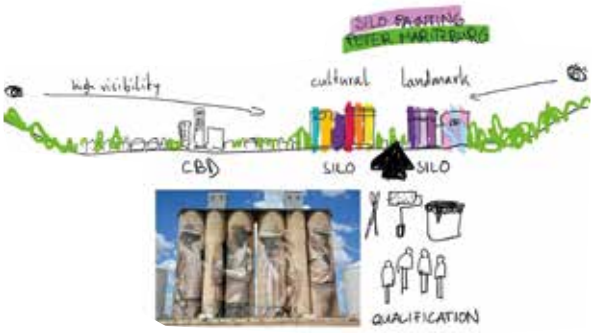
The Jika Joe Housing Project emanates from the Central Area Local Area Plan, a document that was adopted by the city as part of the Mundus's Hierarchy of Planning frameworks to guide planning and growth of the city.

The project is conceptualised around the idea of building Community Residential Units (CRUs) for residents of the neighbourhood. The plan is to provide 1167 permanent and affordable rental units with access to efficient and adequate services, with the aim to improve the living standards and aesthetics for the community.

The project is funded by the Msunduzi Municipality and the Department of Human Settlement. Within the ambit of intergovernmental relations, support service providers and other provincial departments are brought into the development process to offer social amenities in the development framework.

The project started in 2015 with the estimated completion end date being 2022. At this stage, construction is in course and has started with site clearing, site preparation and service provisions.

The flats will be constructed using conventional building materials including brick and cement. Although energy efficiency has been a priority, the available funding does not allow employing all of the "green" principles. It will only make use of water heaters and energy efficient lighting in the first phase. Long-term greening will follow post construction.



"This programme has made us new friends, people we can work with, interact with on a social level, and learn through friendship"

RADHA GOUNDEN,
SENIOR MANAGER HUMAN SETTLEMENTS

”We placed a couch in public space and people came to ask what that was about. We told them: We want to know your opinion about the CBD – and they told us their opinion. The couch was such a great idea – we got it from Munich“

GEORGE LEBELO, CHIEF TOWN PLANNER SPATIAL PLANNING

Presentation of pilot project

Site visit

LOOKING BEYOND THE NETWORK – TRILATERAL ENGAGEMENT AND SHARING OF INSIGHTS

Sharing Lessons within the Network Family

The cooperation between Germany's BMI and South Africa's CoGTA has to be conceived in the context of BMI's wider cooperation landscape under the umbrella of the National Urban Development Policy. Whilst there are numerous ad hoc cooperations and ever-growing international interest in the National Urban Policy and its congress, there are two particular partnerships of a very similar nature, which also encompass city peer learning networks. These are the partnerships with the US American Department for Housing and Urban Development (HUD) and the partnership with the Ukrainian Ministry for Regional and Urban Development (MinRegion).

In order to make most of the networks' expertise and insights, joint activities have been implemented with the 10th and 11th National Urban Development Policy Congresses in Hamburg and Frankfurt. During two workshops with representatives from a total of 18 cities from Germany, South Africa, Ukraine and the US, participants on one hand shared their reflections on key challenges in urban development and their main takeaways from the network activities for their respectives cities. On the other hand, they also provided recommendations for the further development of Germany's National Urban Development Policy and on how the engagement between national and local levels of government can be further strengthened.

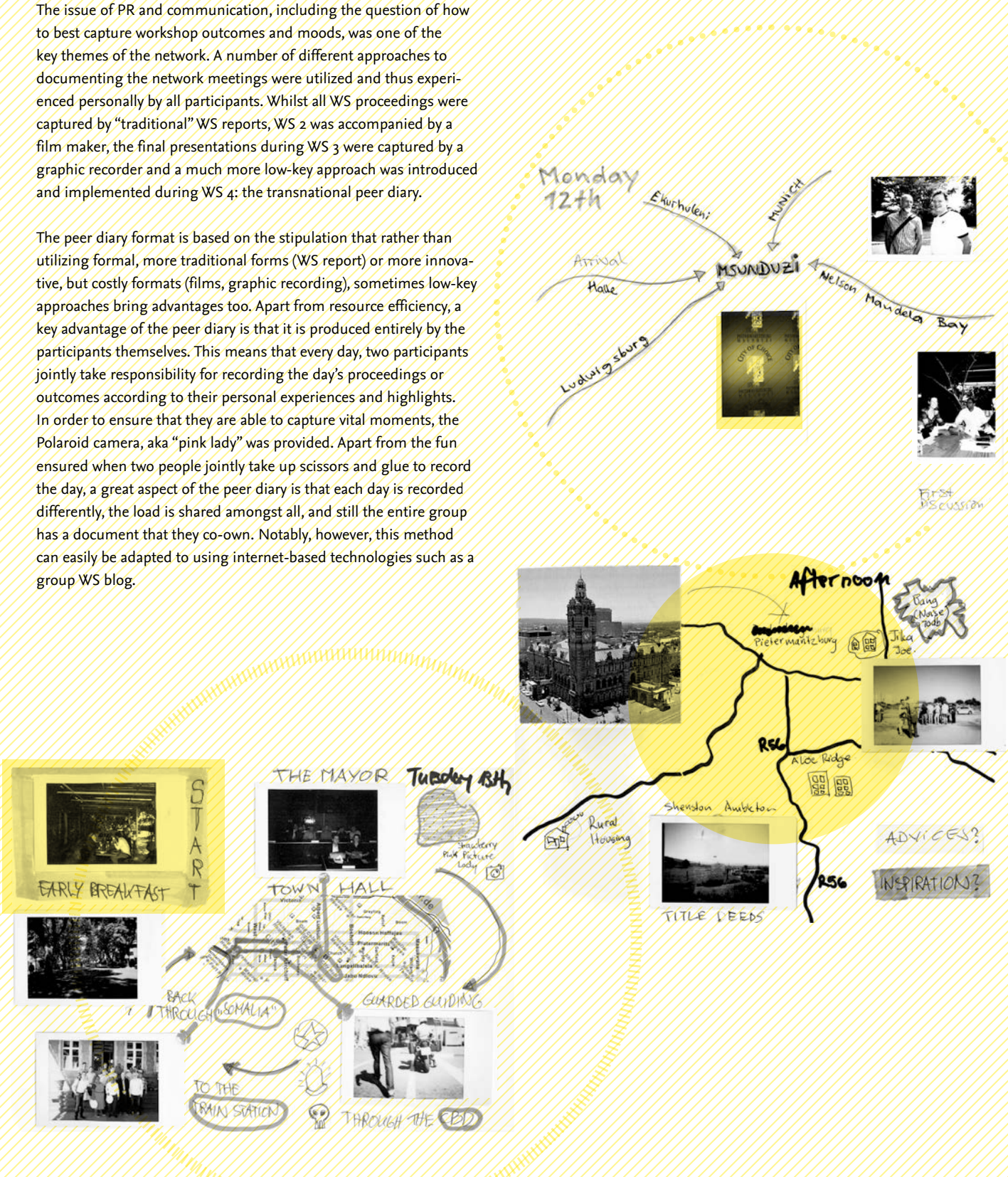
Wide-Scaling Insights during the Federal Congress

In order to facilitate the sharing of insights and lessons from all three networks, a joint contribution to the Federal Urban Development Policy Congress was provided two years in a row. Network members shared their reflections on the network approach, their personal takeaways and how being part of the network journey has influenced their work at city level. High-level decision makers utilised the sessions to comment of the value of city peer-learning networks with regards to realizing national policies and global agendas that aim at strengthening integrated urban development and enhance municipal capacity. Each event was attended by up to 150 urbanists from Germany and Europe and the three countries partnering in the implementation of the network approach. Several more have already expressed interest in utilising the approach.

TESTING APPROACHES TO DOCUMENTATION: THE TRANSNATIONAL PEER DIARY

The issue of PR and communication, including the question of how to best capture workshop outcomes and moods, was one of the key themes of the network. A number of different approaches to documenting the network meetings were utilized and thus experienced personally by all participants. Whilst all WS proceedings were captured by "traditional" WS reports, WS 2 was accompanied by a film maker, the final presentations during WS 3 were captured by a graphic recorder and a much more low-key approach was introduced and implemented during WS 4: the transnational peer diary.

The peer diary format is based on the stipulation that rather than utilizing formal, more traditional forms (WS report) or more innovative, but costly formats (films, graphic recording), sometimes low-key approaches bring advantages too. Apart from resource efficiency, a key advantage of the peer diary is that it is produced entirely by the participants themselves. This means that every day, two participants jointly take responsibility for recording the day's proceedings or outcomes according to their personal experiences and highlights. In order to ensure that they are able to capture vital moments, the Polaroid camera, aka "pink lady" was provided. Apart from the fun ensured when two people jointly take up scissors and glue to record the day, a great aspect of the peer diary is that each day is recorded differently, the load is shared amongst all, and still the entire group has a document that they co-own. Notably, however, this method can easily be adapted to using internet-based technologies such as a group WS blog.



MÜNCHEN

Population: 1,456,039
Area: 310,7 km²
Density: 4,686 persons/km²

"For participatory processes, pictures and ideas need to be provided to the residents, rather than discussing from scratch"

NEUAUBING-WESTKREUZ, MUNICH—GREEN AND ENERGY EFFICIENT REDEVELOPMENT

The neighbourhood of Neuaubing-Westkreuz is located in the western outskirts of Munich, around 12km away from the city hall. With a size of 350 ha and a population of 23,000 inhabitants, it is mainly a residential area. Most of its buildings date back to the 1960s and 1970s and have a poor energy efficiency standard. Many streets and public spaces are designed in a car-centric, non-accessible way. Green areas lack appropriate pathways and bike lanes, acting more as a separation between residential areas rather than as a meeting point and recreational space for residents.

Neuaubing-Westkreuz is Munich's newest redevelopment area. The redevelopment project encompasses economic, social and environmental targets and engages different local actors and citizens, allowing for broad participatory decision-making. The neighbourhood is Munich's first redevelopment area with integrated energy efficiency targets. The project is supported by the federal urban development programme, "Soziale Stadt" ("Socially Integrated City"), and is one of the biggest of its kind in Germany.

The Munich Association for Urban Renewal, in its function as restructuring agency and trustee of the City of Munich, is entrusted with the implementation of the project. In addition, other city departments, public and private organisations of the neighbourhood are taking part, too. The participation of local businesses and residents, including children and youth, is also an integral part of the decision-making process, as they are also the main target groups of the redevelopment. 60 per cent of the financing is provided by the Federal Government and the Free State of Bavaria under the urban development programme, "Soziale Stadt", and 40 per cent by the City of Munich. In addition, specific measures are funded by the EU's "2020 Smart City and Community Lighthouse" programme.

The redevelopment project has been carried out considering economic, environmental and social aspects with a strong focus on participation. Thus, the renewal process promotes an approach of holistic sustainability that integrates climate-proofing measures. The aim of the project is to preserve and upgrade the neighbourhood by strengthening the local economy, creating more green space, improving the living environment and the public space, such as shopping areas, parks, roads, walkways, bike lanes and open squares. In addition, climate change mitigation and reduction of CO_2 emissions are central aspects of the redevelopment plans, particularly focusing on the use of renewable energy sources and energy saving. The goal is to make the neighbourhood CO_2 neutral by 2050.

Although the project is not yet finished, there is already a list of successfully implemented measures. Thanks to the "Smarter Together" project, smart lighting poles with LED-lights, movement sensors, WiFi and charging stations for electric vehicles have been installed. Consultants of the Munich Building Centre, a unit of the municipal Department of Health and Environment, provide a free energy check and consulting service to residents to offer advice and carry out energy refurbishments of their homes. In terms of sustainable energy supply, the district's heating network from the nearby geothermal power plant has been expanded and solar power panels have been put up on unused rooftops.

In addition, various commercial centres and shopping areas have been refurbished and upgraded, several streets and public spaces have gained in accessibility and count with a more attractive and greener landscaping, and walkways and bike lanes have been upgraded. A community horticultural space has been created in the central green corridor of the neighbourhood and trees have been planted along streets. Four new "Mobility Stations" next to the neighbourhood's train stations now offer a fleet of various shared mobility options, such as electric cars, cargo bikes, bikes, e-bikes, and e-tricycles.

"You might not need it on Marienplatz – but you do need it here!"

"Our approach is playgrounds and schools first – then comes the housing!"

KLAUS ILLIGMANN
HEAD OF UNIT "POPULATION, HOUSING AND PERSPECTIVE MUNICH"

Site visit Munich/Freiham

NELSON MANDELA BAY

Population: 1,271,776

Area: 1,958,9 km²

Density: 649 persons/km²

ZANEMVULA, NELSON MANDELA BAY —MIXED-USE PROJECT

The Zanemvula development area is situated on the North-West development axis between the erstwhile Port Elizabeth and Uitenhage parts of Nelson Mandela Bay. It is situated approximately 15km from the Port Elizabeth Central Business District and approximately 10km from the Uitenhage CBD. The focus area of the Zanemvula Mixed Use Project is the undeveloped open space along transport routes.

The project was conceived to create a vibrant mixed-use area to accommodate, inter alia, higher density residential development, commercial, economic and social activity along a transport spine. The surrounding residential area was characterised by low-income, government subsidised housing built as part of the Reconstruction and Development Programme (RDP), which lacked socio-economic facilities and amenities.

The approach to the mixed-use project was to identify and engage with the multiple stakeholders that could benefit from and contribute to the development of the area. The aim was to ensure development of a diverse range of amenities and facilities as well as higher density residential development, which could accommodate other mixed income groups.

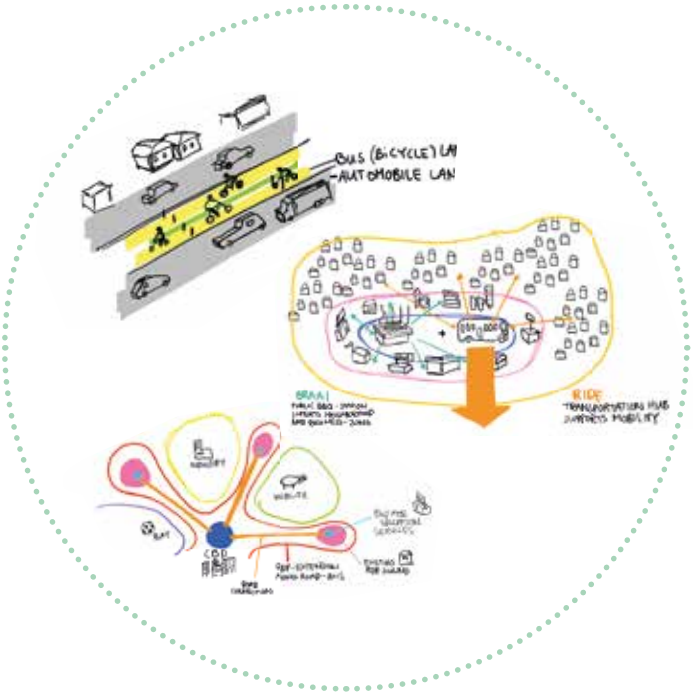
The main actors include the organised community, the ward councillor, and other government and private sector stakeholders. The government actors include directorates within the municipality as well as external government stakeholders responsible for education, health, welfare etc. “Antagonists” of the project have also appeared on the scene: land invaders who are seeking to jump the subsidized housing queue, or are trying to benefit from prospective development.

The layout planning of the Zanemvula Project was done in 2004/2005. It was in this layout that the provision of the mixed-use area was made in an attempt to create a functional neighbourhood with adequate space of mixed uses and income levels. The development of the RDP housing was carried out between 2007 and 2012. The development involved the mass construction of standardized housing with a relatively low level of socio economic services and amenities.

The lack of socio-economic infrastructure and other mixed-use and housing types became the focus of attention during 2015. As a result, capturing of the Zanemvula Mixed-Use Improvement Project was included as a priority in the city’s Built Environment Performance Plan during 2015.

The transport spine named Chatty Link Road, previously a gravel road, was properly tarred and constructed in 2017/18. A detailed precinct plan is currently under development.

A consulting team has been appointed and has commenced with the development of a status quo analysis and community and stakeholder engagement. The output will be completed by June 2019 and will yield a precinct development and implementation plan, with associated cost estimates and budget proposals. It is envisaged that the integrated mixed-use development project will be implemented.



"And then the Minister visited the informal settlement and said: "They have to move to better land on Monday!" "

"It changes the way we think, it changes the way we do, then it changes lives!"

SCHALK POTGIETER
ACTING SENIOR DIRECTOR
STRATEGIC LAND PLANNING
AND MANAGEMENT

Presentation of city projects – Nelson Mandela Bay (Zanemvula)

"Planning is one thing – but we had to learn that it's important to anticipate what was not planned"

"We had to find a compromise between the ideal engineering and the ideal planning solution"

DAWN MCCARTY
SENIOR DIRECTOR STRATEGIC
PLANNING AND COORDINATION

CITY NETWORKS AND ASSOCIATIONS – KEY PARTNERS IN THE JOINT LEARNING JOURNEY

City networks and associations have been an integral part of the network cycle since they play a vital role in many regards. Firstly, they are able to offer insights and guidance from a meta-level perspective encompassing more than the participating cities, but all cities in the respective country. In addition, their overview of developments within their constituency as a whole means they can draw on other cities' exemplary approaches and methods, or validate challenges and trends that are being discussed by comparing them to the overall state of all cities' affairs. Further, the participation of city networks and associations allows that the outcomes, lessons and inspiration that are being produced by the network can be shared with and made accessible to all cities in the country through the associations' core functions around learning and wide-scaling of knowledge. This helps to mitigate against one of the key challenges of this network approach with a selected number of pilot cities only, that the intervention becomes a closed shop. Finally, their membership in the network and validation of findings help to amplify and strengthen the participating cities' voice, ensuring that national government is perceptive to what is being highlighted.

"The added value of the network exists on several levels. On the one hand, the participating cities have added value through the transfer of knowledge and the direct exchange with the partners on their concrete projects. On the other hand, the cities also exchange information with the associations and ministries. This leads to learning effects at all levels of urban development. The overall process thus includes a multiplier effect for all participants."

DR. TIMO MUNZINGER
DEUTSCHER STÄDTETAG

"...and our network (SACN) would certainly argue that these opportunities for municipalities to get together, to share, to reflect are essential to municipal performance."

GEOFFREY BICKFORD
SACN

SALGA (and CoGTA) should play a more active role in facilitating peer learning exchanges across municipalities within South Africa but also across international boundaries. Moreover, SALGA (and CoGTA) should intensify their efforts to ensure that municipalities implement the country's national urban development policy. SALGA should provide the requisite and differentiated support to South African municipalities to ensure their ability to implement national plans while taking their local realities into account.

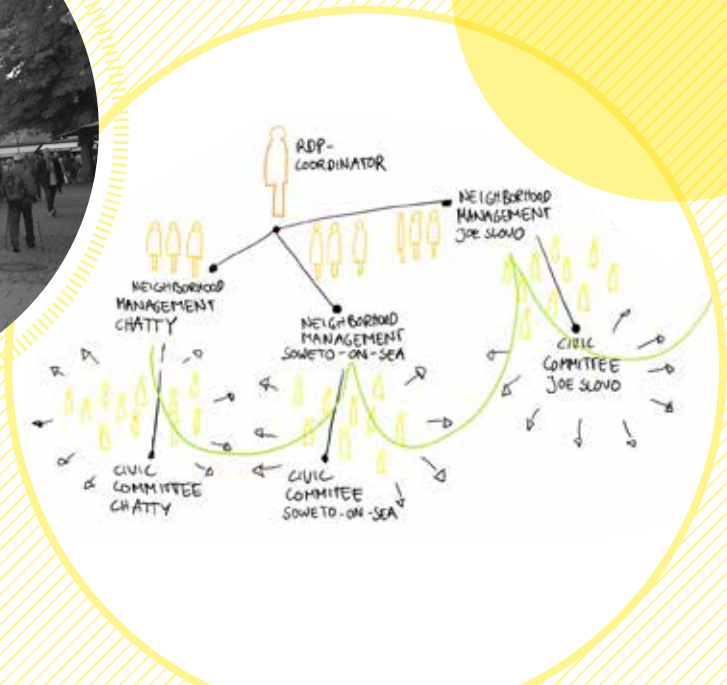
NEO MOFELE SALGA

HOSPITATION & REFLECTION

DEEPENING MUTUAL UNDERSTANDING: ADDING SHORT PEER PLACEMENTS (HOSPITATIONS) TO WS

Key success factors for peer learning are trust on a personal/individual level on the one hand, and the depth of understanding of each other's work and pilot project contexts on the other. Thus, in addition to the face-to-face network meetings every six months and the virtual interaction in between, cities expressed interest in having an opportunity for learning more about each other's daily working and personal contexts.

Munich and Ekurhuleni kick-started this by self-organising a half-day bilateral visit of the Kempton Park project already after the first workshop in Nelson Mandela Bay. Building on this idea, the activity of so-called hospitations was added to the programme's line of work. Whilst not all cities could benefit from this due to time-constraints, there were a total of three such placements from the second workshop onwards. Halle and Nelson Mandela Bay each were able to prolong their stays before/after workshops to visit each other, and Msunduzi experienced the situation in Munich. Taking into account the challenges around language, participants confirmed that their stays led to an increase in knowledge of and understanding for the other cities' and projects' contexts and the working realities of their peers. In addition, however, the intensive time spent with, or better said under the care of their colleagues served to deepen the relationships on a personal level, thus further intensifying the professional engagement.



FACTORS FOR SUCCESS FOR ENABLING INTEGRATED URBAN DEVELOPMENT

As demanded by the New Urban Agenda, the Leipzig Charter and both national urban policies, integrated urban development is the key to the creation of sustainable and liveable cities and neighbourhoods. However, there are many challenges to realizing such complex approaches, since much of national and local policy and programme work is geared towards sectoral commitments or delivery mechanisms. The network thus, over the two years, repeatedly looked into what is needed to ensure that integrated policies can find actual realization on the ground.

Success factors at national level to support **policy implementation** at local government level

- Consistent direction and long-term commitment to a policy once policy is adopted
- Ensuring flow of information and deep knowledge of policy and its implications beyond city leadership, also reaching implementation level
- Alignment of funding and policy
- Mainstreaming of policy principles, linking projects to policy principles
- Understanding city-level challenges (mainly human resources) with regards to proposal writing and managing diverse funding and reporting processes

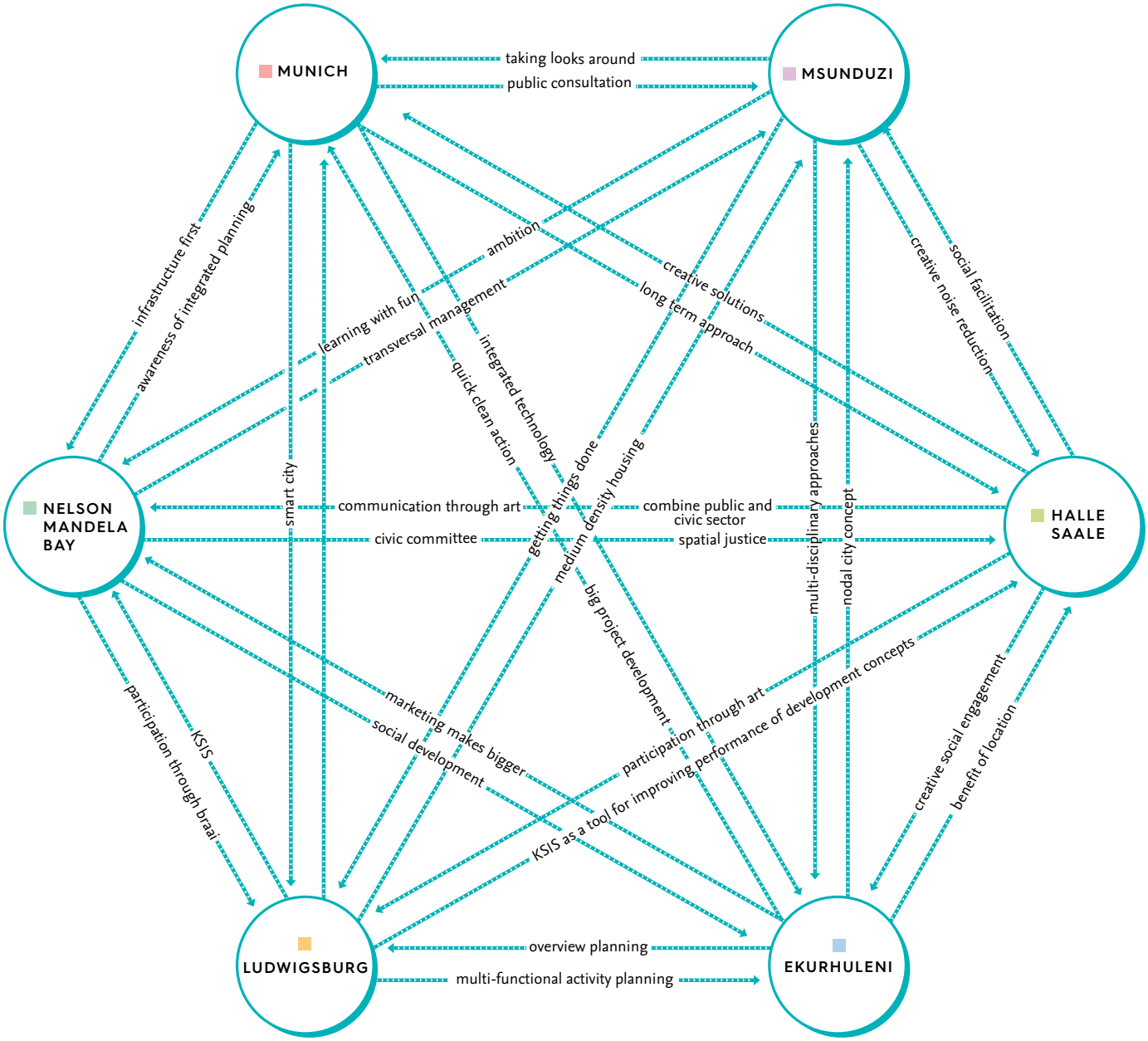
Success factors at national level that enable **integrated urban development** to be realized at local government level:

- Integrated funding streams (integration of policy and funding; integration across different funding streams)
- Interdepartmental integration at national level: involvement/ inclusion of line departments in urban development policy, resolving competing agendas
- Creation of platforms for exchange and interaction, such as national congress or awards/competitions
- National urban policy pilot projects to enable development of localised visions of the national urban policy
- Empowerment of municipalities and their scope of decision-making
- Resolving of the question of unfunded mandates for local government

Success factors for implementation of **integrated management** at local government level

- Political and administrative will
- Clear vision and strategy for city
- Transparency of vision and possibilities
- Common and coherent language
- Public participation and Future Conferences
- Strong leadership and dedicated, courageous driver that is accepted by all stakeholders
- Cooperation, stance and mutual understanding across all departments
- Clear objectives, joint terms of reference for integration/integrated projects
- Alignment of key performance indicators to integrated delivery
- Administrative solution such as steering committee, management unit, cross-departmental partnerships

PEER TO PEER CONNECTIONS AT CITY LEVEL



MUNICH

"While preliminary analyses are important, the process should not be paralysed by them; instead, it should start with short-term projects to gain quick wins, before implementing the more complex actions"

NELSON MANDELA BAY

"From the project in Munich we take away how important the development sequence is – that is, infrastructure first!"

MSUNDUZI

"The couch concept is great idea from Munich and was introduced and has assisted Msunduzi to obtain robust opinion about the future of the CBD."

LUDWIGSBURG

"Basically, cities worldwide are facing similar challenges driven by globalisation and its effects: Human need for settlement, providing infrastructure, climate change, digitalisation, migration... Multiple developments and impact factors materialise in cities, planned or unplanned."

HALLE SAALE

"In NMB, the planners are confronted with the legacy of Apartheid and economical constrains. In Halle, we face the same global economic challenges, and have passed a radical transformation process since the 90ies. It became clear that social and ethnical mixture is a common goal."

EKURHULENI

"The most fundamental lesson is knowledge on how best to accommodate the mix of land uses to create a more vibrant, pedestrian-oriented neighbourhood"

THE VALUE ADDED …

Professional global fraternity of planners: City representatives have experienced through this intensive interaction that they share similar challenges concerning implementation, irrespective of where they work. They feel reassured that discussions are the same - no matter where - and recognize they are part of an international group of professional urban planners. This provides a motivational boost and more authoritative stance when putting forward proposals and solutions.

Membership as incentive for staff retention/career boost: Membership enhances the commitment of local government staff since through the unique opportunity to engage in an innovative and novel form of partnership and peer learning. At the same time, participation in the network leads to increased visibly and thus ability for professional advancement.

Visibility locally - directing city-leaderships' attention towards integrated urban development: The visibility of the work with regards to (integrated) urban development at city level with decisions makers has increased, for example through frequent interactions with mayors, city managers or councillors during the workshops hosted at city level. At the same time, decision-makers' and politicians' understanding of the challenges in realising integrated urban development has increased, for example with regards to management complexities or questions of integrated funding streams.

Similar challenges worldwide: Key challenges in integrated sustainable urban development are shared globally, such as integration and inclusion, initiation of regeneration processes to enhance liveability or amending spatial injustice, citizen participation and engagement. Challenges at city level can seem less daunting and extraordinary when questioned and interrogated by external peers, or when put into perspective by others. Also to see that others have already developed approaches and tools to deal with some of the challenges allows participants to put things into perspective.

vGerman cities applaud approaches in South Africa that are being implemented in spite of a lack of resources by strongly driven and committed individuals. South African partners appreciate the dedication of German cities to foster meaningful participation of citizens by employing a variety of different, sometimes very innovative methods.

Having a safe space and opening up to peers: Cities, even from within the same country, have interacted more intensively with each other within the neutral space of the network; challenges and opportunities have been shared openly and without fear of being judged by other cities or the national level; a further intensification of the critical and open dialogue between national and local government level was ensured through bringing on board further partners with relevance for vertical relations such as city networks and associations.

Sharing and learning approaches and methods: Even though approaches have to be adjusted to cultural and social contexts, there is a benefit in transferring and sharing practical methods, for example on how to activate and integrate heterogeneous communities, or on how to work through incentives. Practical approaches and methods for dealing with current challenges at city and neighbourhood level have been shared and peer advice provided, for example with regards to the social integration of different parts of the population, working towards equal liveability, fostering citizen engagement and activation or management challenges. Sometimes, the changes or impulses can be very small, and still make a big difference.

The representatives from one city have included recommendations given by their peers into the Terms of Reference for a service provider contract on how to activate citizens more thoroughly in the newly built township. The representatives from another city convinced city officials to organize a walking tour with the visiting network members; rather than showcasing only the best and cleanest areas and keeping visitors safely inside the bus, the whole group was led by the mayor and his team in an extended inner-city walk.

Intergovernmental relations and relevance: participants have expressed a new appreciation for national policy by recognizing practical linkages between policy and implementation; direct exchange between national and local level brings about a better understanding for each other's objectives, challenges and approaches.

A young professional from one city expressed that, for the first time and through her direct contact with national-level representatives, she has recognized that a national policy has a direct link to her everyday work. A representative from a city association admitted that through the engagement he has developed a new respect for the work of local government since he, so far, was not aware of the extent and complexity of challenges the cities have to battle with.

Visibility nationally and internationally: the participation in this network has been utilized to shed a new light and unlock new interest in the chosen cities and their good practices and innovative projects by the national government as well as other cities. This is especially relevant for smaller or secondary cities and their innovation power.

Internationalization and understanding of global issues: city administrations have become part of a global conversation and take on new responsibilities relating to realization of the SDG and NUA; for this, an understanding of cities' challenges and their approaches to dealing with them in other regions is vital. The work of the network ensured a raised awareness and understanding of global agendas, whilst increasing opportunities to contribute to global debates, e.g. at regional conferences or the World Urban Forum.

MAIN INSIGHTS BY SALGA:

1. Financial constraints should not be a hindrance to local government's ability to advance and implement it developmental mandate. Through innovation in public participation practices/ processes and, the inculcation of community ownership of public spaces, local government can implement projects to upgrade public spaces.

2. Municipalities should begin to embrace the 4th industrial revolution in its development planning processes. Smart technology, energy efficiency, and environmental sustainability initiatives should be central to local government's business.

3. The construction of community facilities should precede the construction of public housing. In fact, public community facilities can serve development incentives.

4. Municipalities should be leading the negotiations on urban land access and development conditions. Municipalities should strive for urban land ownership, and encouraging long-term leasing by developers and members of the public on municipal-owned urban land.

[Value Add by City Network Intervention] The lessons learnt on public participation and urban land access from the City Network are particularly valuable for SALGA as they speak to SALGA's current programme and are important to the successful implementation of SALGA's 2017-2022 Strategy.

THE NETWORK IN NUMBERS

33 participants from **6 cities, 2 federal ministries** and **3 city associations** took actively part in the network during **2 years and 2 months**

5 workshops and **4 hospitations** have been organized/implemented

13 site visits took place in **8 cities** during the **5 workshops**; **9** were conceptualized as walking tours

2 exchanges with **2 other city learning networks** (Dialogues for Change & Ukrainian – German City Network) took place

2x150 participants were in the audience during **2 federal congresses** showing interest in the network's sharing of insights

2 senior city representatives confirmed independently that they now have a more authoritative stance in explaining/lobbying for what they do/plan vis-à-vis their superiors/decision-makers (have deeper understanding and knowledge of what goes on elsewhere, helps to confirm own thinking/verify)

2 younger participants have moved on to positions of more responsibility within other cities

2 cities/representatives were invited to jointly highlight their experience during an international conference (Leopoldiana/Ghana)

All German cities were invited to a transatlantic conference for leadership in urban innovation

1 city felt encouraged to apply for federal funding stream for the first time (they did not win, but a project inspired by the city's approach won and has brought city on for for advice)

2 cities wish to continue joint work and are in process of applying for funding to second an expert from Germany to South Africa to replicate/adapt Freiimfelde's muralism approach

2 cities have already adapted/implemented Munich's red sofa approach

1 South African city has already examined/linked its work strongly to the IUDF, one city has proposed to audit its project through an IUDF-lens

1 film documentation was screened at both, the German and South African booths at the world urban forum

AND FINALLY...

Through this approach we have developed a network of experts at national and local level - not only from government, but also but also including civil society organizations for learning and exchange between cities and countries that have different challenges but the same objective. Thus, we have aimed at resolving issues and finding solutions collaboratively and through peer learning, so that not every person and city has to reinvent the wheel. In addition, however, the insights and solutions the network members have identified serve as vital impulses for ensuring our national urban policy is fit for purpose and responds to cities' realities.

DR. OLIVER WEIGEL
BMI

Over the course of the last 24 months, we have been able to verify that through a network approach based on horizontal and vertical transnational peer learning, one can strengthen municipal agency and implementation capacity. At the same time, however, this approach also provides federal government with an opportunity to verify whether its policies and programmes are tailored to the everyday realities of local government as well as to challenges and opportunities at city and neighbourhood level. Overall, this ensures an implementation-oriented and needs-driven national urban development policy.

DR. TINA SILBERNAGL
PROGRAMME MANAGER

The peer leaning approach to implement the IUDF possesses immense potential that can be harnessed. It has impressed us because of its vital outcomes as an innovative approach to the implementation of the IUDF in cooperation with key partners. Thus, we are aiming to adapt the method so we can utilise it domestically over the coming years.

JOSIAH LODI
COGTA

What this exercise (approach) does is, to enable cities to learn from one another on how to translate the objectives of a national urban development policy into practical realities in their areas of jurisdiction.

SEANA NKHALE
SALGA

O.R.TAMBO

"IF YOU WANT TO GO FAST, GO ALONE. IF YOU WANT TO GO FAR, GO TOGETHER."

AFRICAN PROVERB