



IUDF

INTEGRATED URBAN DEVELOPMENT FRAMEWORK

#AllofSociety

SOUTH AFRICAN URBAN CONFERENCE 2018 REPORT



Activating an All-of-Society Approach to Implementing the Urban Agenda



Cooperative Governance
Traditional Affairs
Human Settlements
National Treasury



GAUTENG PROVINCE
CO-OPERATIVE GOVERNANCE AND
TRADITIONAL AFFAIRS
REPUBLIC OF SOUTH AFRICA



South African
CitiesNetwork

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SOUTH AFRICAN LOCAL
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Introduction

The second national Urban Conference took place on 30 and 31 October 2018 in Johannesburg, South Africa. It was convened by the South African Cities Network (SACN) in partnership with the national departments of cooperative governance (COGTA), human settlements (DHS) and finance (National Treasury); the South Africa Local Government Association (SALGA), SA Council for Planners (SACPLAN), ICLEI – Local Governments for Sustainability, and the Gauteng Provincial Government.

Under the theme of “Activating an All-of-Society Approach to Implementing the Urban Agenda” (#IUDF #allofsociety), the conference continued the discussions raised in 2017 at the first Urban Conference. In 2017, officials from South Africa’s major metros and various targeted stakeholders came together to build awareness and knowledge about the Integrated Urban Development Framework (IUDF), in order to inform their strategies and plans for urban development. The IUDF is South Africa’s national urban policy for advancing the Sustainable Development Goals (particularly Goal 11: Making cities inclusive, safe, resilient and sustainable) and the global New Urban Agenda (UN-Habitat).

The 2018 Urban Conference’s aim was to engage and mobilise other urban actors who play a role in the development of towns and cities, as the IUDF recognises that successful implementation requires for an all-of-society approach. It starts from the premise that reaping the urban dividend requires the involvement of all urban role-players.

In the spirit of the IUDF, the conference was organised and hosted in partnership with a range of key urban stakeholders. Partnership is a fitness and requires constant dedication to working together. Through the partnership process, the conference was able to bring together and include in the programme a range of diverse voices and a spectrum of issues. Without the dedicated teams of the partner organisations, this event would not have been possible.



Conference objectives

In addition to sustaining continuity of the conference, as the major annual urban event convened by the “whole of government”, the objectives of the 2018 conference were to:

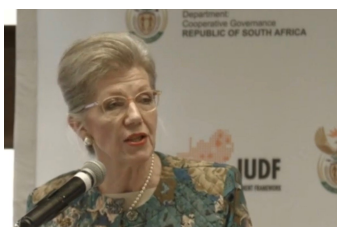
- **Harvest:** Drawing together the collective intelligence of various actors, so as to map what is happening in the urban space, identifying where there are opportunities for collaboration and co-producing effective urban responses.
- **Engage:** Working through what multi-stakeholder engagement looks like in practice, and thinking through creating and generating partnered responses.
- **Mobilise:** Talking, reflecting, planning together towards action in a coherent or coordinated way, asking: how do we develop individual and collective plans to achieve our short and long term urban goals?
- **Monitor:** Benchmarking where we are now in order to measure progress over time, and determining our qualitative and quantitative measures for determining progress and success in implementing the urban agenda.

The conference gave urban partners and stakeholders a stimulating platform for learning and sharing knowledge. All involved understand that South Africa can only achieve the objectives of its urban agenda through active and continuing dialogues and extensive collaboration.

Opening Messages



The Hon. Andries Nel, Deputy Minister of Cooperative Governance and Traditional Affairs, welcomed everyone to the Urban Conference, which brought together all spheres of government, the private sector, civil society and academia. He spoke of the importance of the all-of-society approach and that President Ramaphosa has charged COGTA with ensuring that integrated development takes place across South Africa's towns and cities.



On behalf of the SACN Council, MMC Mare-Lise Fourie quoted Winston Churchill “out of intense complexities, intense simplicities emerge” and expressed her wish that simplicity will start to emerge out of the conference. She reminded all present that the conference seeks to recommit all stakeholders to implementing the IUDF, as all stakeholders need to be involved to achieve integrated urban development. The SACN Council recognises that cities must engage robustly with other actors to make urban centres more inclusive, sustainable and productive, and that a compact is needed between stakeholders to ensure the IUDF is implemented.



The need for a social compact was reiterated in the message of support from His Excellency President MC Ramaphosa that was read by the Hon. Nomaindia Mfekto, Minister of Human Settlements. The President thanked participants for responding with speed and enthusiasm to the call he made in Parliament on 22 August 2018 for government, the private sector and NGOs to work together “to create a sustainable growth model of compact, connected and coordinated urban areas by integrating and aligning investments”. He expressed his hope for the conference to contribute to building cities and towns where the poor can live in decent communities close to economic opportunities, “so that parents can return

home from work long before their children need to go to sleep”. Minister Mfekto added that her department supports the President's view of the need to build for people on well-located land that is close to schools, transport and proper infrastructure. She called on people to form strong NGOs that can lead their own development.



The Hon. Dr Zweli Mkhize, Minister of Cooperative Governance and Traditional Affairs, encouraged participants to use the conference to establish the building blocks of a collective national development urban agenda. He stated that urbanisation is a reality – by 2030 more than 70% of South Africa's population will live in urban centres – and so the debate is about how to manage urbanisation. Government needs to be proactive and plan ahead of urban migration, as unplanned urbanisation brings huge challenges and affects both rural and urban areas. The country needs spatial planning for the whole

country (rural and urban). Part of managing urban migration is to build stronger rural economies, engage with traditional leaders and together meet the needs of the rural population. Minister Mkhize pointed out that, in addition to futuristic planning, disruptive intervention is needed, to address the apartheid spatial legacy and to bring communities close to economic opportunities. He stated that municipalities will have to develop a new planning mindset, encourage new settlements on land within urban centres, and shift from RDP houses to mixed housing models. Partnership with the private sector will enable the refurbishment and expansion of infrastructure. Minister Mkhize ended by encouraging participants to make the IUDF Revolution a reality for communities.

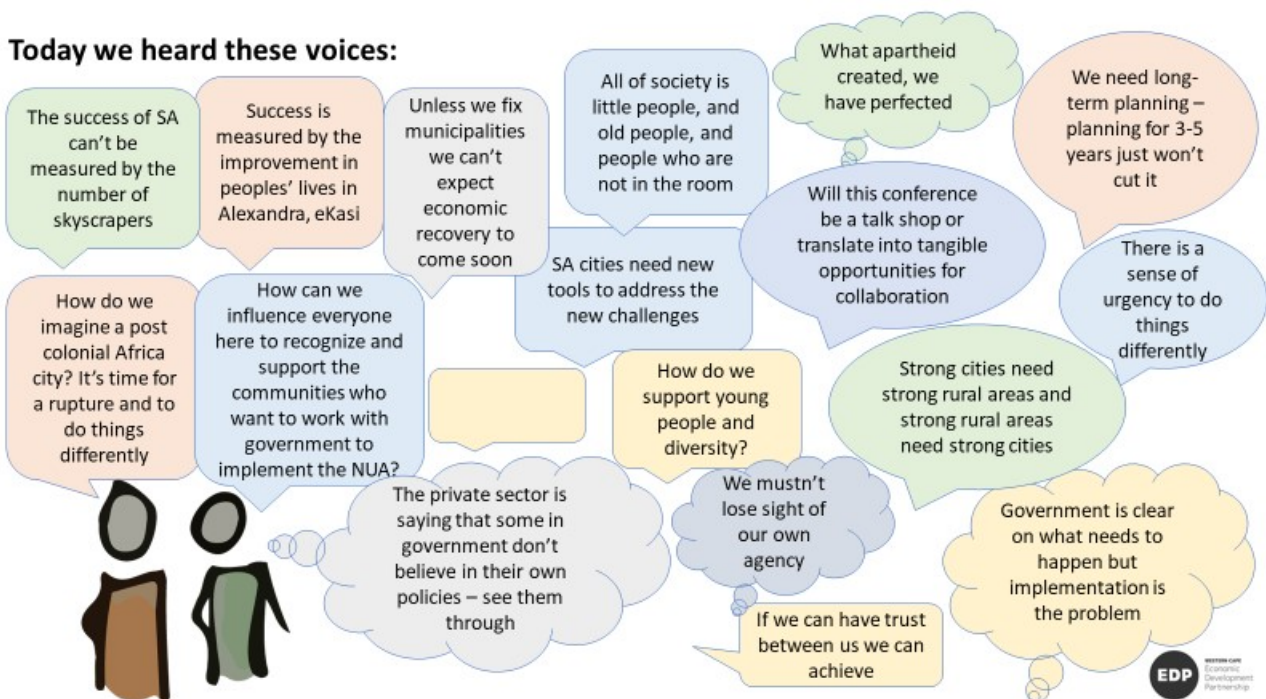
Framing Session

This session sought to **engage** and **mobilise** actors outside of government and, in so doing, to build a sense of the different views of implementing the urban agenda.

- | | |
|------------|---|
| Moderator | • Yondela Silimela |
| Panellists | • Mike Deighton (MD Tongaat Hullett Developments and past president of SAPOA) |
| | • David Everatt (Head of Wits School of Governance) |
| | • Rose Molokoane (Deputy President of Shack Dwellers International) |
| | • Remo Moyo (investment banker currently at Nedbank) |

The “All of Society” film was shown [add link to film] to provide some context for the panel discussion. It explained the elements that influence city development (time, history, space, actors involved etc.) and how cities have developed in South Africa (from 1100 AD – Mapungubwe, Limpopo, through colonial times and the apartheid era to today). Voices from all of society were included through interviews with different urban actors, including city officials, built environment professionals and community members. The film left viewers with questions to think about: what will South cities look like in 2050, how can we undo the legacy structures and systems of the past while reinventing for the future, what will the consequences be if we fail to think and act together, and how can we activate the all-of-society approach of our national urban agenda.

Today we heard these voices:





Take-aways from discussions

Everyone agreed that all stakeholders – government, private sector, academia and citizens – need to be involved to achieve the aim of integrated urban development. The challenge is **HOW**.

We need to do things differently

- ❖ We can't be tinkering with the edges – we need proper disruption.
- ❖ The social compact can happen if we listen to the people, and not talk about the people.

"We are not looking for a place at your table; we are looking to change the table."

"Mixing development with politics is part of the problem."

Government needs to believe in their policies and plans

- ❖ Government has the power through existing legislation and policy to drive integrated urban development, and needs to stay the course – not pull back when faced with some resistance from (e.g.) business.
- ❖ Government must provide an enabling environment, leadership, nationhood and hope.

It's time to stop talking and start listening and acting

- ❖ "At times government needs to shut up and listen – and remember that officials are public servants."
- ❖ The suggestion was made to finance a conference for people who are protesting to come up with a policy for sustainable development.

"We need to trust the poor to know what they want."

"A good urban life is not hiding behind fences but rubbing shoulders with people from all walks of life in a quality urban environment that is accessible to all."

Experiment and test ideas in municipalities

- ❖ We must keep engagement channels open because only through those channels can we find solutions.
- ❖ We need Cosmo City on steroids, relocated in areas that are closer to the city.

An all-of-society approach requires partners, not stakeholders

- ❖ People at the centre means communities as partners, not as beneficiaries or end users. The Cornubia project in eThekweni driven by Beryl Mphakathi is an example of putting people at the centre.
- ❖ Strategic partnerships are needed between cities and academic institutions because students often understand the life of the urban poor better than officials.
- ❖ Partnership is not about telling people what to do – partnering is a verb and is about doing.

"We need to trust and to talk together."

What's Been Going On? The state of implementing the urban agenda

The session sought to **harvest**, drawing on the collective intelligence of various actors in order to understand what is happening in the urban space, to **engage** directly with the notion of multi-sector partnerships, and to **monitor** the state of implementation of the urban agenda.



The session motivated an all-of-society approach towards implementing the urban agenda. In addition to formal presentations that set the current context for the IUDF and showcased studies from the Western Cape and eThekweni illustrating the challenges and opportunities of such an approach, drama was used to convey the diversity of voices that need to be heard and included in an all-of-society approach.



Key points from COGTA's presentation "What has been going on?"

South African society is desperate for change, as shown by service delivery protests, the "Fees Must Fall" movement and pressure for affordable housing ("where people live matters"). So, what is going on?

IUDF strategic goal	What is the reality?	What are various actors doing?
INCLUSION AND ACCESS	High and rising levels of inequality that are spatially determined – no change over the years.	<ul style="list-style-type: none"> • People acting through their own agency, despite the inability of the state to address their needs • Private initiatives through CBOs and NGOs championing inclusive cities, while some wealthier communities deliberately excluding others. • Some state efforts to improve public spaces and infrastructure to drive greater inclusion and access.
INCLUSIVE GROWTH	Urban economies are important, strong but not inclusive, and complex, contested formal and informal economic dynamics.	<ul style="list-style-type: none"> • There is a lot of government activities (economic planning and policy, enterprise support etc.), but initiatives are uncoordinated, have a modest impact, and do not effectively respond to/engage with private sector efforts. • Strategic and spatial actions/agendas of key economic actors (developers, state, urban dwellers) must be aligned.
EFFECTIVE GOVERNANCE	Diminishing trust in government, especially local government, undermined by financial misconduct, weak political-administrative interface and inadequate public participation (i.e. tick-box compliance)	<ul style="list-style-type: none"> • Citizen-based monitoring and increased use of technology to raise voices. • Social audits initiated by civil society and social movements to improve service delivery. • Robust, informed social campaigns and land availability, affordable housing and good governance. • Government initiatives aimed at greater transparency and engagement (e.g. www.municipalmoney.gov.za)
SPATIAL INTEGRATION	Exclusionary and untransformed urban land and space – apartheid spatial design remains firmly in place and land markets are exclusionary by nature. Poor households are locked into financing that undermines wealth building.	<ul style="list-style-type: none"> • Millions of people living in cities have created their own settlements, in an effort to create a sense of belonging against all the odds. • Many NGOs and CBOs supporting communities in informal settlements to improve their realities. • The state investing in housing (RDP, social and affordable housing complexes). • Private sector property development, both small scale and large, listed companies, having a large impact.

The state of implementation of the IUDF

- In some way, shape, or form, the efforts and contributions by all sectors are already shaping cities, but the collective results are not fundamentally transforming the lives of people living in South Africa.
- Government is planning, co-ordinating and implementing; academia and innovation is thinking, exploring, reflecting and informing; and business and civil society are doing what they feel they must.
- Many things are happening in different quarters that we are not aware of. These initiatives, voices and ideas need to be harvested.

Our collective IUDF challenge

So much is being done by so many people:

- *How can the existing energy in the system to get things done be harnessed towards a common vision?*
- *How can the different actors begin to work more effectively in concert?*



Case Study 1: “Doing Development Differently - A Whole of Society Approach (WoSA)” by Western Cape Economic Development Partnership (WCEDP)

Pilot projects in Villiersdorp, Saldanha Bay, Khayelitsha, Manenberg and Paarl.

- Land and spatial integration (*bo-dorp* and *onder-dorp*), RSEP / VPUU (Violence Prevention in Urban Upgrade)
- Area-based management (precinct management / CBD upgrade)
- Well-being and social inclusion (1st Thousand Days)
- Inclusive economic growth (township economies, skills, etc.)

WoSA is about:

- empowering citizens, not seeing them only as a beneficiary of services;
- overcoming the traditional barriers;
- building the relationship between the top-down “authorising environment” and the bottom-up “mobilising environment” – both “environments” need each other, as neither can have sufficient impact on their own.

WoSA does not replace other existing projects and programmes, but aims to influence and enhance the efficiency and effectiveness of existing projects and programmes.

Critical success factors for WoSA

- Collaboration: building relationships, first with officials from across departments and spheres, then with other roleplayers, which requires a culture shift.
- Learning: building learning networks, learning champions and change agents, as well as sharing learning within a site and across sites.
- Adaptation: iterative action and experimentation, which can only succeed if there is an enabling culture, processes and resources – collaborative work must not be seen as “extra” to KPAs, and processes need to be agile enough to allow for change and doing things differently.

10 key lessons from WoSA

1. *Context and scale matter! No one-size-fits-all.*
2. *Build internal relationships, e.g. with departments of health and public works.*
3. *Build capability of frontline staff.*
4. *Support officials, as they are not always equipped to engage with communities.*
5. *GOYA (Get Off Your Ass), i.e. go to the site with the right people.*
6. *Listen to the community when identifying priorities.*
7. *Build on existing work and energy.*
8. *Provide ongoing support, so that officials do not revert to default positions.*
9. *Model strong leadership across all levels.*
10. *Capture stories and share widely through learning networks.*

Drama Roleplay

The drama served to remind the audience of the impact of the lack of vision and collective action in achieving the goals of South Africa's urban policies, which is resulting in

“citizen frustration and a space-economy that is struggling to make sense of what active inclusion and participation in the economy and city life look like. A frustrated civil society sector, operating in an antagonistic relationship to the state and the private sector, fighting to be heard.”

The three scenes demonstrated interactions between different stakeholders in the development of an urban area. They illustrated tensions and complexities of developing urban land, and juggling the expectations and demands of different stakeholders:

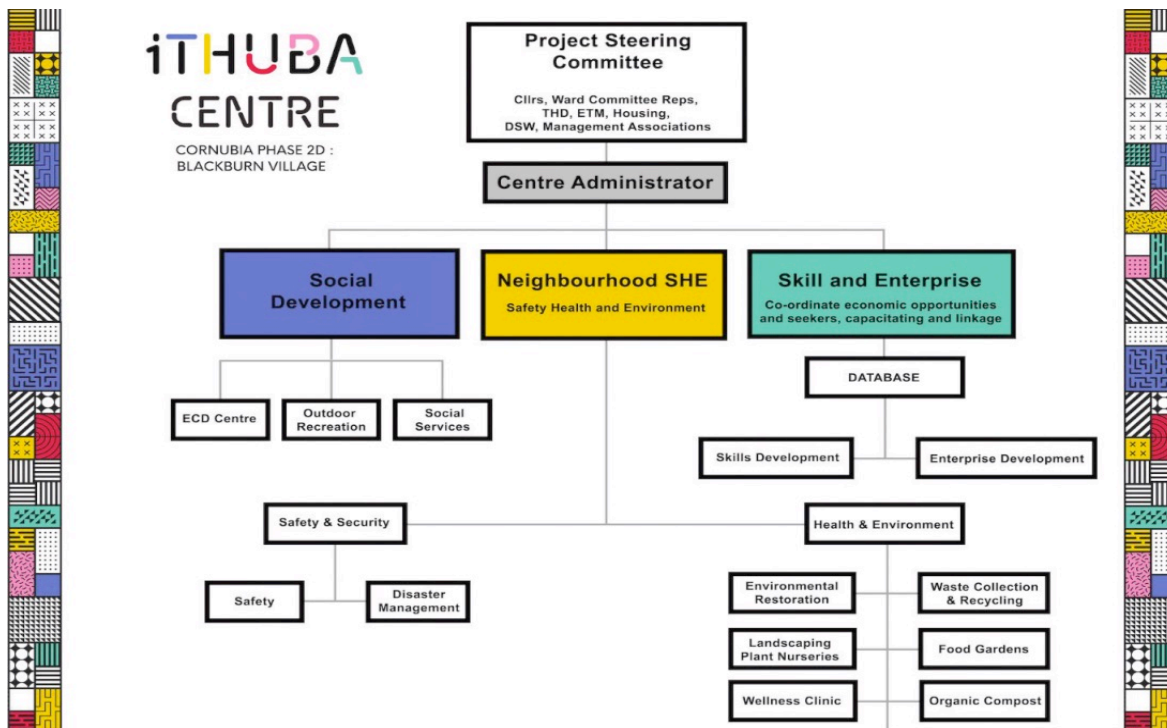
- Residents who want houses.
- Councillors who raise unrealistic expectations.
- City officials who try to implement the city's densification policy.
- Developers who seek opportunities to build private developments.
- Officials who seek opportunities to make money from developers.
- Special interest groups (e.g. environmentalists) who want to protect the wetland.

The drama highlighted the fact that idealised processes often overlook the structural undercurrents – i.e. who actually holds power – and raised questions around inviting people into processes vs. people demanding space. What emerged clearly from the roleplay was how difficult it is to get the people and relationships in the space right, and the importance of partnerships between actors in order to better navigate the complex social-spatial issues that South Africa faces.

In other words, **who** needs to work together to make things happen (acting together)? Public sector (all three spheres of government) and private sector (small and large business) and civil society (multiple interests) and academia and research institutions) – the all-of-society approach doesn't happen spontaneously but requires a specific partnering approach and methodology.

... require cross-cutting approaches and solutions

The programme goes beyond upgrading informal shelters, or providing improved shelter and infrastructure. The emphasis is on organising the community, managing the open spaces and implementing various economic participation programmes, all of which is informed by the participatory approach through understanding the realities on the ground.



Data collected through the SSIP census found the community was literate but lacked specific skills set to enable them to link with opportunities in the region. Therefore, skills and enterprise development became a key focus area, followed by safety and cleanliness of the area. Some of the initiatives are:

Actors involved	Gov	Private sector	NPOs	Community
Acquisition of privately owned pockets of land	✓			
Provision of essential and basic services (sanitation, street lights, roads, household electrification)	✓			
Facilitation of jobs/opportunity linkages, demand-driven workforce preparation	✓	✓		
Support of micro and informal enterprises	✓	✓	✓	
Establishment of an early childhood development centre	✓		✓	✓
Establishment of an aftercare centre for children in Gr1-12			✓	
Recycling centre (job creation and area cleaning)			✓	✓
Update of sports field and facilities	✓			

Successful transversal management

Cities that want to drive a vision of spatially transformed and sustainable cities by 2030 and beyond need to integrate and leverage high-level built environment functions:

- *Coordinated land management and land use management*
- *Coherent budget policy and financial management in built environment space*
- *Catalytic human settlement developments that shape the built environment*
- *Increasingly accessible social, recreational and environmental services*
- *Integrated and coordinated actors and players in the built environment space*
- *Integrated and directive planning*
- *Targeted and cohesive local economic development*
- *Coherent and aligned public participation*
- *Coordinated planning and management of public/municipal transport components*
- *Coordinated infrastructure provision and management*

World Cities Day Keynote Presentation

The keynote input located itself strongly within debate of the first day, and provided insights into the “informal” dimensions of South Africa’s urban reality that are poorly understood in discussions about the future of cities. It is a useful reminder to think through what successful integrated urban development looks like and to think outside of existing parameters used to evaluate success.



Key points from the presentation “Contemporary Undercurrents of Audacious Possibility” by Thiresen Govender

The challenges and aims are clear.

Challenges

1. Growing inequality
2. Skewed access to opportunity
3. Stubborn legacy of separation
4. Limited resources and capacity

Aims

1. Spatial transformation
2. Greater access to opportunity
3. Social and economic inclusion

The answers to South Africa’s precarious future lie at our feet, as three case studies illustrate.

Disruptive homes

Millions of South Africans live in a house similar to the one shown on a video [provide link to video]. The house includes a tavern that is illegal because doesn’t comply with zoning etc. The house contains two spaces: the tavern and the bedroom. The yard in which the business is found supports a socio-economic system – there are six supporting businesses, which would be compromised if the shebeen was shut down as an illegal business.

It is important to understand the nuance of the shebeen, which has three fundamentals: the patrons, volume of liquor and type of liquor sold.

The research found that not all shebeens are deviant. A comparison of six shebeens identified:

- The *neighbourhood shebeen*: Acts as a public space for residents of the area to congregate, relax and recreate – a popular social place for all ages with an owner who generally acts as a facilitator of community interaction and support.
- The *drinkattainment shebeen*: Business model based on alcohol as the primary generator of revenue within a recreational environment – elements include pool tables, TV for sports viewing and loud music.
- The *conversationalist shebeen*: Residents described it as “a place for good Christians”, with no recreational facilities (TV, pool of music) and where drinking is a social, relaxational activity.
- The *umqombothi shebeen*: A combination of traditional and modern drinking practices where traditional Xhosa beer is predominantly served, along with bottle beer and meat for off-site consumption, and TVs turned on.
- The *traditional shebeen*: A place for activities of Xhosa cultural significance that is separate from the homes and only serves traditional umqombothi beer.
- The *isloti shebeen*: A recreation space, where youth would go and play pool, and generally alcohol consumed in small quantities.

In one informal settlement in Cape Town, where 17000 people live, there are 100 shebeens, i.e. within every 100 metres.

Explosive street economies

Greater Katutura in Namibia is an example of the township beginning to claim its rightful place as part of the productive system.

- After government created business corridors in 2008 along a mobility road with a taxi system, different businesses proliferated.
- At the time, 61 shebeens were found in the stretch of the road, i.e. one every 16 yards. By 2017, only 17 shebeens/bars remained, with the others replaced by other businesses, e.g. car wash, hairdressers etc.
- Every space around the house is used to support the business, including sidewalks.
- The consequence is an inclusionary city, meaning that someone with limited resources can participate in the city, in response to the high street. Importantly, no syndicate controls what happens in the market. Taverns that open up until 8 pm mean that the hairdresser etc. trades longer hours.
- Unlike the shebeens in Cape Town, which happen in a sporadic way and are hidden in dark places, the Namibia shebeens are encouraged to be public and fight to be on the high street.

Transgressive shopping

This market is an undercurrent, a R10-billion economy that is shaping Johannesburg and needs to be understood and harnessed.

- Foreign traders are creating rich retail centres in dormant spaces. E.g. shop let out to an individual who through a system of patronage divides the shop into ten spaces. In the middle of the shop is a column that is a shop in itself. Many shop typologies are developing in Johannesburg.
- A study looked at 65 city blocks and at shops that only traded cross-border, and found more than 3000 shops (each building has been “hacked” to create between 50 and 250 shops) – in comparison, the Mall of Africa has 300 shops.
- Although this market is located in the City of Joburg (CoJ), it does not serve only the CoJ but extends beyond South Africa’s borders, to SADC countries. These trade routes are created through relationships, not an overall plan, and are not embraced as legitimate trade routes.
- The CoJ is comprised of many micro markets comprised of different ethnic groups and not open to everyone.

It may seem audacious, but it is possible to have an inclusive city:

- *Embrace undercurrent*
- *Handmade urbanism - city constructed at the scale of our people*
- *The future will be claimed - the future will not be delivered.*

World Cities Day

Participants wrote their wishes for cities – their own city, South Africa's cities or the world's cities.

Safer and Liveable cities, whereby the community members will feel safe of their neighbourhood

My wish is that everyone can live and work in harmony and be happy, safe, secure every day

I wish that all citizens had freedom of movement in cities- in a safe, affordable and convenient way

The wish for my city and cities in the rest of South Africa is that they will be tolerant places, places where people want to be part of communities, places where people live with dignity and where people feel and are actually safe.

Safe

Rural & urban

My wish is to dispense of the word 'rural' so that all spaces receive the 'urban' attention and upliftment.

Effective, working and economic sustainable linkages between metros/cities and rural teams/communities with economic diversification

How can our cities offer to poor rural areas that feeds economy of cities; fostering good relationship between cities and rural areas

My wish is for cities to be inclusive for all nationalities; for South African cities to realise the relationship between the rural and urban.

My wish is that cities become centers of equal access, equal benefit.

Cities need to be centers of true divers of the economy and that economy translate to true outcomes for its citizen. One city of all website that reflects image of company

I dream and wish my South African cities: Justice: "spaces of equity & vibrant democracy"; Transformation success- "spatial integration"; Prosperity: place of inclusive growth and development where all citizens are happy and chose to live.

Equal opportunity for all.

I wish for cities to be equitable and accessible, also non-exclusionary.

Just & equitable

For our cities: To wish that our cities/country are able to respond to urbanisation in a manner that sees this as an opportunity for inclusive growth and urbanisation

My wish is for CBD to be a better place to stay. Also, accommodate different cultures.

The process is ongoing and iterative, and one cannot expect the framework to remain stagnant. It requires the input of all players in the urban sphere.

I wish for sustainable cities all over the world in the true sense of the meaning of sustainable cities. Also, that SA become a nation of doers and not just talkers. We need to solve the problems on an urban level, one at a time, and build up portfolio of 'wins'.

A well-integrated, organised and supportive city that looks after the well-being of all its residents.

Inclusive

To: South African Cities: I wish for you to know your power and value; find your voice and become places of prosperity!

I wish everyone had the opportunity to enable themselves to develop their own space in a sustainable manner

No matter how chaotic they (cities) might seem, everything about them (cities) grows out of a need to solve a problem. Let's work together!

Sustainable



Key points from the World Cities Day address by President Parks Tau of SALGA/UCLG

Reacting to Threshen Govender's Keynote presentation, President Tau mused that he missed the intensity of working at city level. He recalled the debates that they used to have in the City of Johannesburg about how to legalise the poor because in reality the poor are illegal in cities: where they live (usually informal settlements, with no tenure rights), the built form of their home (corrugated iron, not managed through the building code), where they trade (considered informal or illegal) and how they travel (minibus taxis sometimes illegal). The daily experience of the poor is a struggle to be recognised as urban citizens who have equitable access to the urban opportunities.

World Cities Day is an important day for promoting global awareness about urbanisation, recognising the opportunities of the urban dividend, reaching consensus on addressing urbanisation challenges, and aligning IUDF priorities with SDGs and NUA. Urbanisation is one of the four major disruptive forces – the others include the accelerating technological change, trade of people, finance and data, and demographic changes at a global level. If done well, urbanisation offers a unique opportunity to leverage the energy of the youth to enable cities and the country to grow and prosper. If done badly, urbanisation could be a poisoned chalice – cities full of people leaving in poverty excluded from the urban opportunities.

President Tau raised a number of issues that need to be considered if cities are to be the catalysts for growth and development in South Africa:

- Who are the newcomers? The cities of the future may not be the current cities, not because they become irrelevant but because other cities become more important. For example, what impact will the global hydrogen trend have on cities in the Platinum Belt, such as Rustenberg – will platinum be to these cities what gold was for Johannesburg? What does this mean for public and private investment, for institutional development, for creating environment for growth that could come from these cities.
- How do we plan for cities as laboratories for new ideas and for social change?
- What is the role of local government and are we building the necessary institutional capacity, leadership, fiscal instruments that will enable these local authorities to respond urbanisation challenges?
- What is needed is to address the trust deficit between city leaders and society? Closer partnerships with civil society and institutions need to be created (not an IDP-style tick box process).
- How do we ensure that we have an all-of-society approach, which has maximum impact and realistic citizen-centric partnerships in our cities? Local government needs to enable citizens to be active partners in growing cities, not just passive beneficiaries of government subsidies and development.

The local revenue-raising system for local government needs to be constantly reviewed and enhanced, as local government will not be able to respond to the complex challenges of urbanisation if there is a mismatch between taxes and expenditure.

President Tau concluded by stating his belief that cities are the platforms for catalysing South Africa's growth and development, which will be determined by the quality of institutions, leadership and partnerships between government, civil society and others (business, academia). Then urbanisation will be an opportunity for growth, not a poisoned chalice.



Presenting the “All-of-Society” Framework: Reports from stakeholder focus groups

Typically, lots of time is spent discussing what we want to achieve or change, and the how and who are often neglected. Four focus groups held discussions guided by two questions, one looking inward and the other looking outward:

1. From our respective spheres, what can we do to advance the implementation of the IUDF?
2. From where you are sitting, what can the other stakeholders do to enable you to implement the IUDF?

Civil society - key points



- People are angry and government is not listening. We need to bridge the gaps between government and civil society.
- Civil society wants to be partners, not end users of policies. Communities want to participate, plan and implement with government.
- We want real participation, which means consultation (including joint creating agenda items), not a tick-box approach. The IUDF provides an opportunity to do participation differently.
- IDP processes do not go far enough: in IDP forums, the government voice overpowers that of communities, and the space for them to influence priorities is limited.
- Civil society can contribute to implementing the IUDF through monitoring/tracking implementation, and action research in communities. Allocate funding to civil society, not consultants who don't know how to mobilise communities.
- (Local) government should equip itself to engage with civil society and communities and to build capacity to engage meaningfully.
- Communities need education, so that the civil society "voice" can engage constructively and ask for accountability.
- How can government be undoing "urban sprawl"/transforming space when we are being actively evicted to make way for the privileged.
- Local government continues to perpetuate segregation by bending to developers who put in place their own spatial vision that contradicts the intent of policies.
- Government needs to dispense with protocols, including VIP rooms – when VIPs go to separate rooms, it's a lost opportunity to engage.
- Ward councillors are the long route to accountability - government needs to shorten accountability channels.

Private sector - key points



- The private sector looks for policy certainty, so they can align their actions to policy.
- The private sector is frustrated by the misconception that it has endless time and money, as margins are getting smaller and economic conditions are tough.
- The private sector needs to prioritise and be bolder – commit ourselves to being part of the solution.
- Consultants should be involved in driving policy.
- Partnership between private sector and government is required to solve capacity challenges – it doesn't have to be a “them”/“us” situation, as if local government works, the private sector works.
- Feedback/common mechanisms are required – there's a disconnect between aims and government/funding strategic priorities.
- Government needs to ease regulatory hurdles, e.g. process of development and consent.
- Business needs to organise better and make strong commitments.
- Business should partner with civil society organisations.
- Deal-making is the private sector's strength.
- Massive/small approach – rather do 10 smaller things really well that focus on a big project that may not be delivered.
- Long-term orientation – companies are always going to be driven by profit but can also adopt a longer term approach for longer-term gains.
- It all comes down to implementation – how long it will take, what it will cost and who's going to do it.

Research and education institutions - key points



- Academia is geared towards theoretic work and needs to be repurposed to be relevant.
- Collaboration between municipalities and researchers is usually data-based and the information resides with academic researchers and consultants; as a result, knowledge management in municipalities suffers.
- Research has very little impact on public policy. Practitioners are not empowered to engage in the intellectual debates, and champion needed in government to push through research.
- Tendering is not a good way for public sector to partner with university. A supply chain/transactional relationship doesn't work, as academics should be working together with city governments, but supply chain management restrictions do not allow this
- We need an unapologetic, normative, progressive agenda. This is why we are here.

Whole of government - key points



The refrain for cities/government should be “consult with communities and honour your promises”.

- Before we can talk about whole-of-society, we need to have whole-of government that works.
- We all need to sit around a table and plan together – to have proper integration will require all spheres of government to get together.
- Local government can be testing ground but needs to be given the space and support (from senior management and politicians) to experiment.
- Private sector can support with data analysis, providing information for decision/policy-makers
- There is no incentive for departments to collaborate, either through KPIs or budgets. Need to have incentives for implementing the IUDF and ability to have multi-year/multi-budget projects
- Local government needs to develop transversal project management skills.
- Funding mechanisms needed to encourage investment in areas where we want transformation to happen.
- Mechanisms to create a more level playing field between communities and policy-makers – can't criticise communities for being poorly informed, and more likely to have buy-in if community is informed.
- The people know what they need – government needs to stop giving them what we think they need.
- Some municipalities feel that need to reprioritise and focus more on rural areas.
- Some provincial SDFs are not aligned to the IUDF.
- Start with precinct planning

How Does All-of-Society Work in Practice?



Key points from the presentation “Implementing the urban agenda through a partnering approach” by Andrew Boraine, WCEP

All agree that an all-of-society approach is the best way, but how does this work in practice?

Recommendation: an IUDF partnering framework, with a partnering methodology and toolkits, and an approach to building partnering capabilities in all sectors, government and non-government.

- Back to Basics in Local Government, especially (1) Putting people first – citizen-centric approach, (3) Good governance – get the relationships right inside and outside of government, and (5) Capable and resilient institutions – an adaptive, not linear and unresponsive management approach.
- Get back to original intent of local government, which is designed to be a partnership – Section 2(b) of the Municipal Systems Act, 2000 says that a municipality consists of the political structures and administration of the municipality and the community of the municipality.

How do we bring together the four sectors?

1. Start by understanding that partnering is a verb, which says let’s do something together. Like the IUDF, partnering is an approach.
2. Differentiate between transactional (service level agreements), consultative (public participation) and partnering, which is mutual accountability, shared risks and rewards.
3. Being OK with having different and competing interests and focus on identifying three things we can agree upon.
4. Begin at home – if we don’t know how to partner ourselves, we can’t ask other people to partner. A whole-of-society approach depends on successful whole-of-government collaboration
 - Transversal partnering: collaboration within and between institutional and organisational silos
 - Inter-governmental partnering: collaboration between the three spheres of government
 - Cross-boundary partnering: collaboration across political, administrative and service-delivery boundaries

Only then can there be **effective cross-sector partnering**, i.e. collaboration between public, private, civil society.

Top-down “authorising” environment vs. bottom-up “mobilising” environment

Top-down <i>authorising</i> environment	Bottom-up <i>mobilising</i> environment
<ul style="list-style-type: none"> • Policies, planning, resource allocation, regulations, institutional arrangements, compliance, electoral cycles, political mandates. • Seen as “disabling” with inflexible procurement systems and few incentives to act innovatively, and reporting requirements that don’t add value. 	<ul style="list-style-type: none"> • Entrepreneurs, developers, activists, NGOs, social movements, philanthropy, front-line staff, active citizens, researchers. • Need to connect with each other, improve capabilities to navigate the authorising environment, and scale impact through learning and knowledge sharing.

How to create a more enabling environment

- Encourage simple protocols, rather than complex rules
- Plan for starter conditions, rather than fixed end states
- Demonstrate enabling behaviours, rather than command and control attitudes
- Create spaces and support for experimentation and risk taking
- Abandon the “perfect” in favour of the “good enough” (“good enough governance”)
- Become an adaptive manager: start something with others, learn by doing, adjust, take another step
- Be a good listener!

Panel Discussion

This session provided an opportunity for government to respond to the outcomes of the presentations and focus group discussions, and to debate what needs to happen for an all-of-society implementation of the IUDF.

Facilitator	<ul style="list-style-type: none">• Sithole Mbanga, CEO of SACN
Panellists	<ul style="list-style-type: none">• Hon. Andries Nel, Deputy Minister of COGTA• Hon. Zoe Kota-Fredericks, Deputy Minister of DHS• Cllr Thembi Nkadimeng, Deputy President of SALGA and Mayor of Polokwane• Mr F Xasa, MEC for Cooperative Governance E. Cape.• Cllr Parks Tau, President of SALGA and President of UCLG



Responses to the “all-of-society” focus groups and presentation

- Government’s urban policies are not responding to our urban reality – we need to rethink our subsidy, partnership and finance models.
- Many cities have to deal with two types of communities – rural and urban, each with their own interpretation and understanding of policies.
- We need to interact directly and be responsive to different needs – interpreting planning as an approach forces us to be responsive.
- Since adopting the IUDF and NUA, good progress has been made – the discussions have been vibrant, frank and realistic, i.e. we are not running away from the obstacles that exist.
- We need to have regular conversations with each other, to reconfirm and reaffirm that we are still together and have a similar understanding of each other and how we move forward.
- What is critical is implementation and taking on board those who will be asking questions.
- Unless we manage urbanisation and deal with apartheid spatial patterns, we will be stuck in low growth, high inequality trajectory for years.
- The IUDF is an approach that should pervade the work of all of government and all of society.
- Our previous urban development plan didn’t work because it neglected the urban–rural connections was drive by government, not all-of-society.
- We will need to have very difficult discussions, take difficult decisions and hold back on some immediate interest in favour of long-term collective interests. This will require trust between all partners.
- We need a national urban forum where we continue the dialogues that we have been having over the past days. Those discussions must translate into actions and must be monitored and accountability.



Key points from the discussion

Consultation and engagement

- The lack of trust comes from government communicating only in crises and not telling the truth – misusing stakeholder engagement.
- Partnership must be with the community, not just private sector, and consultation is not having only the mayor speak.
- Communities are the third leg as per the MSA and should be an integral part of municipal activities.
- There is an inequality of partnership with social partners – partnership is about inter-dependence.

The importance of land

- Food security – how do we secure spaces of green and sustainable food for people living in densified areas?
- Allowing buildings on agricultural land will mean we will end up hungry.
- There should be a moratorium on selling municipal land until we have finished integrated planning.

Urban vs. rural and councils vs. chiefs

- These issues need to be addressed – the roles and responsibilities of chiefs and councillors must be clear. There are plans to engage with traditional leaders around SPLUMA, as they are a critical partner.

Spatial transformation

- A few funding instruments are strategically targeted at spatial transformation but to what extent do they help municipalities implement SPLUMA. If municipalities are still battling to develop land use policies.
- Cities are growing bigger and growing upwards. We need higher densities and need to our cities to have more high-rise buildings. It's broader than just the concentration of people on an individual erf.
- The classical definition of urbanisation does not always apply. We need a paradigm shift about how we think about urbanisation, given the different types of situations in the country.
- People make different decisions to where they locate – not necessarily where the infrastructure is. Concentration of people is but one element; others elements are investment in infrastructure, socio-economic activities, etc.

Implementing the IUDF

- The IUDF is an approach, not a structure.
- There must be a common understanding – we must want to work together and have a common goal, and we need a clear understanding of why we must work/are working together. We must work together even if there are difficulties.
- We should develop a toolkit of how best to implement the IUDF on the ground.

Closing Comments

DM Nel reiterated that the country will only succeed if urbanisation is managed and apartheid spatial patterns are dealt with. If this doesn't happen, the country will be stuck in a low growth and high inequality trajectory for years. He pointed out that although government has been working hard, much still needs to be done. National departments know that they need to work closely together, and government knows that if it doesn't get IGR right, i.e. the three spheres working together, the country faces a big problem. He reminded participants that the IUDF is an approach that should pervade the work of all of government and all of society. Ultimately what is needed to manage urbanisation and transform apartheid spatial problems is to:

- Define and pursue a vision of spatial transformation.
- Sharpen the instruments to attain that vision.
- Build capability within state and society to attain that vision of spatial transformation.

DM Nel thanked everyone who has been part of this second Urban Conference, in particular his colleague DM Kota-Fredericks, whose efforts within the IUDF political working group ensured that World Cities Day was on the agenda. He added that South Africa is fortunate that the IUDF has been in gestation since 2012 and underwent extensive consultation. This meant that, South Africa was able to feed into Habitat III and take from the New Urban Agenda.

Conclusion

The Urban Conference 2018 represents the continuation and deepening of a conversation among key urban actors that began in 2017. With the overall theme of “Activating an All-of-Society Approach to Implementing the Urban Agenda”, the conference was a platform for robust and honest debates and discussions aimed at achieving the following objectives – to harvest, engage, mobilise and monitor – which it did.

Its aim was to engage and mobilise other urban actors who play a role in development in towns and cities, as the IUDF recognises that successful implementation requires for an all-of-society approach. It starts from the premise that reaping the urban dividend requires the involvement of all urban role-players.

- Ideas, energies and inspiration were **harvested** over the two days. Multiple voices working across society were heard, and what emerged clearly was the commitment to transforming urban spaces and a renewed energy for working together. At the same time, there were strong reminders of the similar initiatives to activate partnerships and the failure of government to honour commitments in the past.
- Participants **engaged** on what it takes to activate an all-of-society approach to implementing the urban agenda. Discussions were held on what sectors can do by themselves to improve their contribution. The subsequent engagement demonstrated that effective partnership is possible but remains the exception rather than the norm – participants were constantly reminded that partnership is challenging and requires a strong collective vision and resolve to steer the course.
- The Conference **mobilised** almost 400 representatives from all spheres of government, the private sector, academia and civil society to dialogue about the urban agenda and generated deliberate discussion on what actors could contribute.
- At the end of the two days, there was a sense of a baseline for **monitoring** had been established. The keynote input provided insights into the “informal” dimensions of South Africa’s urban reality that are poorly understood in discussions regarding the future of cities. It provides a useful reminder to think through what successful integrated urban development looks like and encourages us to think outside of our current parameters of evaluating success.

The consensus was that a differentiated response to urbanisation is needed. There was a sense that all urban actors want the same thing and are tired of articulating the same problem. Rather, it is time to move towards solutions. All actors recognise the need to work together – not have a talk show, but work on implementing the IUDF – and that there is political will to drive the IUDF. More awareness and action is needed around the IUDF – the roles of the private sector, civil society, academia and government need to be clear and based on a common objective. Society is putting (and continues to put) pressure on government to implement their policies, which are internationally considered as world class. All agree that achieving the objectives of South Africa’s urban agenda will require intensive dialogue, extensive collaboration and appetite for experimentation.

80% OF THE PARTICIPANTS WHO RESPONDED SAID THAT THE URBAN CONFERENCE WAS RELEVANT, USEFUL AND APPLICABLE TO THEIR WORK.

Annexure A: Statement of the National Urban Conference

On 30 and 31 October 2018 at Turbine Hall in Johannesburg, South Africa, more than 350 participants attended the Second South African Urban Conference. Delegates from all three spheres of government, business, labour, civil society, traditional leaders, universities and research institutions met to discuss the implementation of the Integrated Urban Development Framework (IUDF), under the theme: Activating an all-of-society approach to the implementation of the urban agenda.”

In line with the call made in the South African National Development Plan (NDP) 2030, and the IUDF and emphasized by President Cyril Ramaphosa, there was a commitment to working together to manage urbanisation and transform apartheid spatial patterns by activating an all of society approach to implement the IUDF and realising the vision of: liveable, safe, resource-efficient cities and towns that are socially integrated, economically inclusive and globally competitive, where residents actively participate in urban life and attaining the strategic goals of spatial integration, inclusion and access, inclusive growth and governance.

Delegates at the conference recognized the importance of the cross-cutting goals of urban safety, resilience and strengthening urban-rural linkages. In particular, delegates acknowledged linkages and interdependencies between our urban and rural spaces, and agreed that they are equally important to the implementation of our national urban policy. The successful implementation of the IUDF relies on a coherent, sustainable and comprehensive rural development programme.

There was also a commitment to implement the IUDF in the context of the 2030 Agenda for Sustainable Development’s Sustainable Development Goals (“SDGs”), in particular SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable, the New Urban Agenda (“NUA”), Agenda 2063 - The Africa We Want of the African Union and the NDP.

There was recognition of the important role of all three spheres of government, business, labour, civil society, traditional leaders, universities and research institutions in implementing and monitoring sustainable urbanization through innovation and partnership.

Delegates at the conference committed to embark on continuous knowledge exchange and mutual learning through, amongst others, learning networks to build open and shared knowledge platforms for sustainable development and innovative ideas.

Our cities were affirmed to be generators of inclusive and sustainable economic growth that can deal with the triple challenges of poverty, unemployment and inequality and to promote spatial justice. It also became clear that sustainable urbanisation requires integrated and innovative financing frameworks, enhanced financial management, public and private investment, and access to diverse sources of finance.

The need to monitor progress through mutual accountability on the collective implementation of the integrated urban development agenda was one of the main areas that delegates recognized as important. Local participatory governance systems were identified as key and need to be brought into line with the NDP’s recommendations. Properly funded, citizen-led neighbourhood vision and planning processes should be encouraged to enable and motivate people who will participate in civic, social and economic and political activities.

In accordance with the NDP, delegates stated that government should engage with people in their own forums rather than only in forums created by the state. Government should assist in establishing community-created forums that bring together stakeholders to share, understand and learn from each other, thereby promoting social learning.

Models and incentive packages for social compacts must be developed to ensure that everyone participates in shaping and developing their neighbourhoods, and that competing interests are managed. These compacts should address the responsibilities of the state, the private sector and the citizenry.

As a consequence of the above, there was consensus that:

- These agreements must be translated into clear joint actions that will yield impact in our cities and communities.
- There is a need to establish a National Urban Forum that comprises of all three spheres of government, business, labour, civil society, traditional leaders, universities and research institutions as a platform to ensure the continuous engagement amongst social partners on implementation of the IUDF.
- There must be a process towards an Urban Development Summit based on engagement with all stakeholder groups to develop and agree on commitments.

PRONOUNCEMENT ADOPTED ON THE 31ST DAY OF OCTOBER 2018 IN JOHANNESBURG, GAUTENG, SOUTH AFRICA.

Under the leadership of:
DEPUTY MINISTER NEL
DEPARTMENT OF COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS AND CHAIRPERSON OF THE IUDF
POLITICAL COMMITTEE

Annexure B: Message of Support from His Excellency President MC Ramaphosa

Turbine Hall, Johannesburg
30–31 October 2018

Distinguished participants in the Second South African Urban Conference, coming from all spheres of government, business, labour, civil society, traditional leaders and international partners.

I greet you and I thank you for responding with such speed and enthusiasm to the call I made in Parliament on 22 August this year that:

“To build the cities and towns that we want, it is critical that government, the private sector and the NGOs work together to create a sustainable growth model of compact, connected and coordinated urban areas by integrating and aligning investments.

This should form part of the broader social compact envisaged in the National Development Plan, and which, in many different ways and on many different fronts, we are working to build.

Through such a compact, through the transformation of our urban spaces, by strengthening property rights for all, we can ensure that the poor and working class live in decent communities located near to economic opportunities – and that parents can return home from work long before their children need to go to sleep.”

You are giving effect to this call by coming together under the theme: “Activating an all-of-society approach to implementing the urban agenda”.

I support this approach. It is in line with the National Development Plan (NDP) and the Integrated Urban Development Framework (IUDF), both of which call for the building of social and spatial compacts.

This conference will reinforce the achievements of the recent Jobs Summit and the very successful Investment Summit held last week.

I look forward to the realisation of the objectives of the Urban Conference, namely:

- (1) To lay the basis for forging a social compact that will enable us to tackle the challenge of spatial integration through the IUDF, and,
- (2) To discuss and agree on a roadmap that will mobilize the collaboration and commitment of social partners to the implementation of the IUDF that will culminate in a National Urban Summit.

I wish you a very successful conference. May your efforts contribute to building the cities and towns that we want, to strengthening the ties between urban and rural areas, and to ensuring that the poor live in decent communities located near to economic opportunities – so that parents can return home from work long before their children need to go to sleep.

Yours sincerely,
MC Ramaphosa
PRESIDENT

Annexure C: Full Address by Hon Dr Zweli Mkhize, Minister of Cooperative Governance and Traditional Affairs

Johannesburg

30 October 2018

The Premier of Gauteng Province, Mr David Makhura
The Deputy Minister of Cooperative Governance Mr Andries Nel
President of Salga and United Cities and Local Governments (UGLC), Cllr Parks Tau
CEO of Cities Network, Mr Sithole Mbanga
Representatives from the South African Council of Planners
Academics and Research
Captains of Business and Industry
Ladies and gentlemen,

Good morning to all.

Let me welcome you all to this important 2018 national urban conference. The inaugural conference held in 2017, was aimed at building knowledge and awareness about the Integrated Urban Development Framework (IUDF), which is a key local policy platform for advancing the National Development Plan and the Sustainable Development Goals, particularly Goal 11: Making cities inclusive, safe, resilient and sustainable, as well as the global New Urban Agenda, UN Habitat. This second conference takes us further to design and implement urban policies and interventions across our towns and cities.

Government has embraced the reality of urbanization in our cities and towns. We are no longer debating whether or not we should be concerned about urbanization. Our NDP has estimated that by year 2030, more than 70% of South Africa's population will be residing in urban centres. I have had several engagements with traditional leaders who have expressed concerns that through this assertion, the government intends to turn all rural areas into towns. We have indicated that urbanization is a phenomenon that is taking place all over the world. The NDP is not reflecting a wish but is facing a reality that is unfolding in front of our eyes. In short, urbanization is a reality.

Ours is to decide whether we will allow our towns and cities to be swamped and overwhelmed by unplanned urbanization, or government will be proactive and plan way ahead of urban migration. Unplanned urbanization has brought us huge challenges, such as the proliferation of informal settlements with attendant difficulties in provision of basic services and inability to provide safety for communities and as a result rising crime levels. This causes unstable communities where poverty levels are ever increasing. Thus our approach to dealing with urbanization requires long term spatial planning in the whole country, urban and rural areas alike. We require a long term master plan for the country that will be comprehensive and spanning over several decades to come. Planning must be for the entire society, for long term. Planning for three to five years at a time, just won't cut it!

The theme of Urban Conference 2018, Activating an All-of-Society Approach to Implementing the Urban Agenda – or #IUDF #allofsociety, demonstrates that the urban agenda is one that must bring all of us together to work together to find solutions. Urbanization is not only about cities or urban areas such as our metros only. This process affects our rural areas in a similar and perhaps more serious manner, should we fail to develop responses that address the impact of urbanization in our cities and small towns. The IUDF calls for an all-of-society approach to urban development that is government, the private sector, academia, civil society formations and the donor communities. Today we are here to respond to the President's call through the IUDF.

The first thing we must realize is that population migration has been with us as long as human existence, as societies migrate to escape poverty, hunger and to avoid physical harm brought by wars and famine; in short migration is always in search of a better life. All the people who have migrated to cities in our country have done so in search of prosperity, either business or job opportunities and as a result access to better basic amenities and services, such as water, better sanitation, electricity, better housing, access to educational, health, recreational facilities. Most tend to do so to escape harsher rural conditions where there is a relative lack of development.

What makes our situation worse thus requiring urgent correction, is that our urban centres were designed under apartheid urban spatial planning that deliberately excluded black communities through a variety of laws that declared our towns and cities no-go zones for the majority of our people. So, for many decades our people, dispossessed of their land were locked in the labour dormitories and were only allowed to temporarily sojourn in cities as long as they provided the labour that kept an artificially higher quality of life to urban, mostly white urban dwellers in exchange for low wages. A myriad of laws prohibited urban migration, thus creating an artificial barrier between the different communities of our country. Our reality since colonialism was that of urban affluence for white community and poverty for blacks in rural areas and townships. The advent of democracy and freedom necessitates an urgent process to reverse -apartheid spatial planning and settlement

patterns that artificially defines poverty and informal settlements as reserved for blacks only. This is the source of the triple challenge of high levels of poverty, unemployment and inequality. It will be impossible to expect this triple challenges to vanish automatically without addressing its major structural causes.

Now, a myriad of laws, by-laws, policies and programs have to be deliberately designed and implemented to reverse apartheid spatial planning and at the same time, get South Africa to respond to the global trend of rising urban migration. This is urgent! This then requires a combination of disruptive intervention as well as futuristic planning! I would like to encourage all stakeholders to take a clear sense of what needs to be done when we retreat back to our corners, asking especially what you will do differently both in the work you do but importantly in how you will do that work, as we build our country together. Our task as leaders and actors across society is to anticipate the needs of our urban population, coordinate our efforts and curve a path to an urban future that is collectively envisioned: a future that envisions cities that are distinct yet liveable, vibrant and sustainable.

We know that an all-of-society approach cannot be reduced to a single engagement. Our journey requires a clear roadmap and we are aligning towards a process of building a social compact in the implementation of the urban agenda. After this conference, we will engage all stakeholder groups to develop and agree on commitments to form part of an Urban Development Summit. We will know we are successful with our urban agenda if we improve the quality of life of those who live in townships and informal settlements. While South Africa is rapidly urbanising— many townships and informal settlements are still poverty traps. We should not lose sight of that we deliberate, and as we search for solutions. At this Summit, I look forward to hear specific pledges and commitments from all of us so that our communities can see, feel and live the IUDF Revolution. It should take us closer to achieving our overall objective which is to create efficient urban spaces by achieving the following;

- Reducing travel costs and distances;
- Aligning land use, transport planning and housing;
- Preventing development of housing in marginal areas;
- Increasing urban densities and reducing sprawl;
- Shifting jobs and investment towards dense peripheral townships; and
- Improving public transport and the coordination between transport modes.

We have a responsibility to fix challenges facing municipalities and these include the governance as well as financial management issues such as audit outcomes, fraud and corruption, and infrastructure issues such as backlogs in service delivery. All these must be resolved as that would create a basis for economic recovery in the country. We need a new planning mind-set wherein every municipality needs to know that efficient service delivery, reliable and resilient infrastructure and well-managed councils are a pre-requisite for investor attraction and therefore these are issues we need to deal with. On top of that we must ensure that we utilise the IUDF wherein we bring more communities to the centre of economic activity, where we reduce the outward urban sprawl so that you no longer have a situation where the richer you are the closer you are the urban centre and the poorer you are, the further from economic activity. That approach to planning means that municipalities must urgently take stock of land within the urban centres wherein new settlements should be encouraged in order to avoid government responding to unplanned illegal settlements and land grabs. The advent of legislation on land expropriation must be part of armament to solve and reverse apartheid spatial planning creating sustainable urban settlements within cities and towns. This requires urgent action.

We are now called upon to correct the challenges of aging infrastructure as well as the expansion of new infrastructure and services to new community settlements at the same time. This requires us to ensure collaboration between public sector and urban sector where infrastructure backlogs must offer opportunities for private sector investment to define how we improve our towns and municipalities as we go into the future. This also means that we need to engage the mining companies so that we can creatively utilise our resources in building new infrastructure. We must utilise the mining social labour plans to create proper towns and eliminate shacks and informal settlements in areas in which rich mining companies are operating. This would require a shift in how our human settlements are planned, a shift in the mind-set of our human settlement planning and move beyond the current model of subsidised housing or RDP houses to embrace mixed housing models such as densification for sectional titles or flats for lease. We must utilise subsidies that mining companies offer their workers and open up opportunities for private sector investment into the housing portfolio.

We have already started discussions through our inter-ministerial committee on service delivery to look closely at the integration of various departments and municipalities to enable value addition as we tap into resources that mining companies are obliged to offer by law. The IMC took an approach that would ensure proper alignment and integration of plans and implementation of social infrastructure programmes across all spheres and departments. We are currently focusing on 57 high priority municipalities where R57 billion is being spent to improve infrastructure and expand new services as well as correcting historical misalignment between bulk and reticulation of services. We are currently involved with various private sector stakeholders in search of funding models to accelerate the refurbishment of faulty infrastructure such as sewerage treatment plans and the connection of bulk water to reticulate water to nearby villages. We are doing this in line with the President's stimulus package announced recently wherein the private sector is called upon to invest in government infrastructure. The President indicated that we should look forward to blended financing and an open-minded approach to involve frontloading of conditional grants, spatial purpose vehicles or even concessions to crowd in private sector investments.

Part of managing urban migration is to build stronger and more resilient rural economies. As we were approaching the Presidential Investment Summit we have kept a close interest in the attraction of investment into rural areas and focusing

on issues of agriculture, agro-processing, municipal and social infrastructure, tourism mining and others. It is important for us to speedily resolve the concern of traditional leaders around the issue of SPLUMA because there has to be a plan for land utilisation and management for every piece of land be it urban or rural in order to ensure that we have a common approach to providing services to our people and building local economic development opportunities. This also is important because services have to be rendered in rural areas as well and traditional leaders have to be engaged and supported to manage the growing population and demands for additional infrastructure even in rural areas under traditional leadership. This also includes a lot of attention that must be given to small towns or rural towns. We need a different approach to the investment into rural economies wherein major investment projects should be deliberately located in some of the smaller, poorer communities which would otherwise remain as perpetually unviable municipalities. Currently more than 26 industrial parks have been refurbished by the dti and this means all municipalities and provincial government must focus on the planning that is needed for each and every rural community and rural town and municipality so that there is a balance in the investment in infrastructure and community services in a way that will make it possible for more investment to be attracted in those areas. In this regard we shall be engaging mayors and traditional leaders to ensure that we all embrace a common approach to land use utilisation planning,

When we look at an urban conference like this one, we need to be looking at the opportunities that urbanisation offers us to approach planning collectively. We must ensure that we take the opportunity to deliver more infrastructure and services to create more sustainable and resilient communities where we are able to deal with issues of poverty, unemployment and inequality and the legacy of apartheid spatial planning and ensure that our people have a good quality of life whether they are in metros, townships or rural areas.

On the eve of celebrating World Cities Day, let us use this opportunity to figure out how we will work together to achieve a bold all-of-society urban vision. In line with the recent Presidential Jobs Summit and the Presidential Investment Summit, as government, we are truly re-energized and inspired that the New Dawn is indeed becoming a reality. I call on us to use this conference to establish the building blocks of a collective national development urban agenda.

I would like to challenge you to take the Urban Conference 2018 as a call to act together to ensure impact. This Conference must make the IUDF Revolution a reality for our communities. The Urban Declaration that will be concluded here must serve as an important reminder to what we have committed and a symbol by which we will hold ourselves accountable.

I wish all a successful 2018 Urban Conference!

I thank you.

