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CONNECTIVE  
CITIES



# Connective Cities / MILE Learning Exchange & Practitioners' Workshop

*Re-thinking urban upgrading*

*The urban NEXUS approach to promote green and inclusive settlements*

21st to 23rd of June, 2016 – Durban, South Africa

Partners of Connective Cities



In cooperation with



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## CONNECTIVE CITIES

*International Community of Practice for Sustainable Urban Development*

Cities are gaining increasing importance globally, and urban actors the world over are facing similar urban development issues. Although local solutions are required, these issues are becoming increasingly relevant at the global level. While many innovative solutions for sustainable urban development exist at local level, for example in energy efficiency, mobility or municipal services, frequently these are not widely known. Often there is a lack of systematic access to these practical solutions. The pressing challenges posed by worldwide urbanisation call for efficient and innovative approaches, especially in the areas of good urban governance, integrated urban development, local economic development and municipal services – Connective Cities’ four focal themes.

Connective Cities, the International Community of Practice for Sustainable Urban Development, is a joint venture between the Association of German Cities (Deutscher Staedtetag), the Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ) GmbH and the Service Agency Communities in One World (a division of Engagement Global gGmbH). Connective Cities is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ).

Connective Cities provides demand-based services designed to improve cooperation among urban practitioners at global level. The platform enhances the sharing of good practice examples, provides access to expert knowledge and solution-oriented peer-to-peer consulting, and creates opportunities for partnerships among its stakeholders. Connective Cities creates a base for knowledge sharing and the development of transformative solutions in local contexts that are customized to local requirements for sustainable urban development.

By conducting dialogue events and project workshops, Connective Cities facilitates exchange among urban practitioners on relevant themes, and functions as a platform for networking among peers. To implement its mandate Connective Cities also organizes trainings, study tours, virtual discussion forums and webinars. Working within Connective Cities can result in new forms of cooperation among the actors involved. The platform also aims to facilitate the initiation of joint projects among urban stakeholders from various local settings to disseminate innovative solutions in cities.

For more information on Connective Cities please visit:  
[www.connective-cities.net/en/](http://www.connective-cities.net/en/)

## MILE

*eThekwini Municipal Institute of Learning*

MILE is a Knowledge Management initiative of eThekwini Municipality established to position Durban as an International city of learning. The institute aims to enhance the capacity of professionals working in local government on the continent (and beyond), to respond more effectively to meeting the scale and variety of developmental local government challenges – from getting the basics right, to effectively dealing with contemporary global challenges.

MILE is structured along four learning ‘pillars’, i.e., Capacity Enhancement, Municipal Technical Support, Academic Collaboration and Learning Partnerships and Networks. These programme ‘pillars’ are underpinned by an integrated Knowledge Management system.

Since its inception, municipal departments working under the MILE flagship “Capacity Enhancement” programme have hosted numerous Management Seminars, Councillor Seminars, Master Classes, Peer Learning Exchanges and International Learning Exchanges.

Under the MILE Municipal Technical Support programme city officials are often called on to provide support on Strategic Planning and Energy Efficiency in Development Management to neighbouring municipalities as well as municipalities on the continent. Municipalities such as Umdoni Umzumbe, Vulamehlo, Ezinqoleni, Emnambithi/Ladysmith, Ulundi and others in the continent to include municipalities in Zimbabwe, Namibia, Malawi, Mozambique have benefited from these workshops.

MILE’s collaboration with academia in the region has resulted in strengthened partnerships with a number of local and international universities. These include University of KwaZulu-Natal, Durban University of Technology, Mangosuthu University of Technology, UNISA, HSRC and University of Zululand as strategic partners. More recently, eThekwini signed a Memorandum of Agreement (MOA) with the Canadian Simon Fraser University. The partnership has proved invaluable and unique with identified areas of collaboration aimed at improving local government service delivery.

MILE is the only local government driven practitioner based institute of learning that offers high quality, cutting edge, learning platforms that are delivered to municipal practitioners in Southern Africa and beyond without cost.

For more information on MILE please visit: [www.mile.org.za](http://www.mile.org.za)  
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## Executive Summary

The Connective Cities / MILE Learning Exchange & Practitioners' Workshop "*Re-thinking urban upgrading – The urban NEXUS approach to promote green and inclusive settlements*" took place in Durban between June 21st and 23rd of 2016 and counted with the presence of approximately 50 practitioners representing 14 cities from Ethiopia, Germany, Kenya, South Africa and Zimbabwe.

The event was hosted by the eThekweni Municipality, Area Based-Management Unit and co-organized by the Municipal Institute of Learning (MILE). In this workshop, Connective Cities incorporated the Urban NEXUS Approach into its methodology in order to facilitate participants to identify synergies between actors and sectors, to improve their urban upgrading strategies in an integrated manner, according to their local context.

During the three days workshop, the practitioners presented good practices, participated in peer-to-peer advisory sessions tackling concrete challenges of urban upgrading in their home cities and developed action plans based on the Urban NEXUS Approach which aims at improved integration between actors, sectors and levels of urban development.

Key take-home messages are:

- i) Urban development is a dynamic process and therefore needs laws and policies that are flexible
- ii) Citizens, especially urban upgrading beneficiaries, should become agents of change through stable partnerships instead of only taking part in short-term participatory measures
- iii) The mainstreaming of innovative technologies, designs and delivery models for housing and basic services requires political will and community support, and
- iv) Communication between stakeholders should be improved to allow practitioners to identify NEXUS opportunities to enhance their projects' performance



## Background, objectives and methodology

### Background

Fragmented urban planning, environmental degradation and social inequality pose challenges shared by cities worldwide. Impacts related to climate change (e.g. flooding and heatwaves), demand for resource efficient urban development and transport, and increasing social and spatial segregation pressure cities in Sub-Saharan Africa and Germany to take action towards re-thinking urban development models.

Since 2014, Connective Cities facilitates events in Asia, Sub-Saharan Africa, Middle East, Latin America and Germany to foster dialogue and cooperation in the field of sustainable urban development. Compatible with the preparations to the UN Conference Habitat III and pursuing the Sustainable Development Goals (SDGs), in particular Goal 11 “Make cities inclusive, safe, resilient and sustainable” to address critical challenges of spatial and social inequalities, the platform organized the workshop “Re-thinking urban upgrading – The urban NEXUS approach to promote green and inclusive settlements” in cooperation with the eThekweni Municipality and

eThekweni Municipal Institute of Learning (MILE).

The workshop took place from 21st to 23rd of June 2016 in Durban, South Africa, and enabled urban practitioners from cities of Kenya, Zimbabwe, South Africa, Ethiopia and Germany to exchange experiences regarding urban upgrading and renewal strategies which incorporate concepts of inclusive growth, green infrastructure, and green technology. In this 20th edition of a Connective Cities Practitioners’ Workshop, elements of the urban NEXUS approach were incorporated in its methodology in order to support the participating cities and institutions to develop integrated action plans and to identify synergies between actors and sectors for the improvement of their urban upgrading strategies.



**Subject**

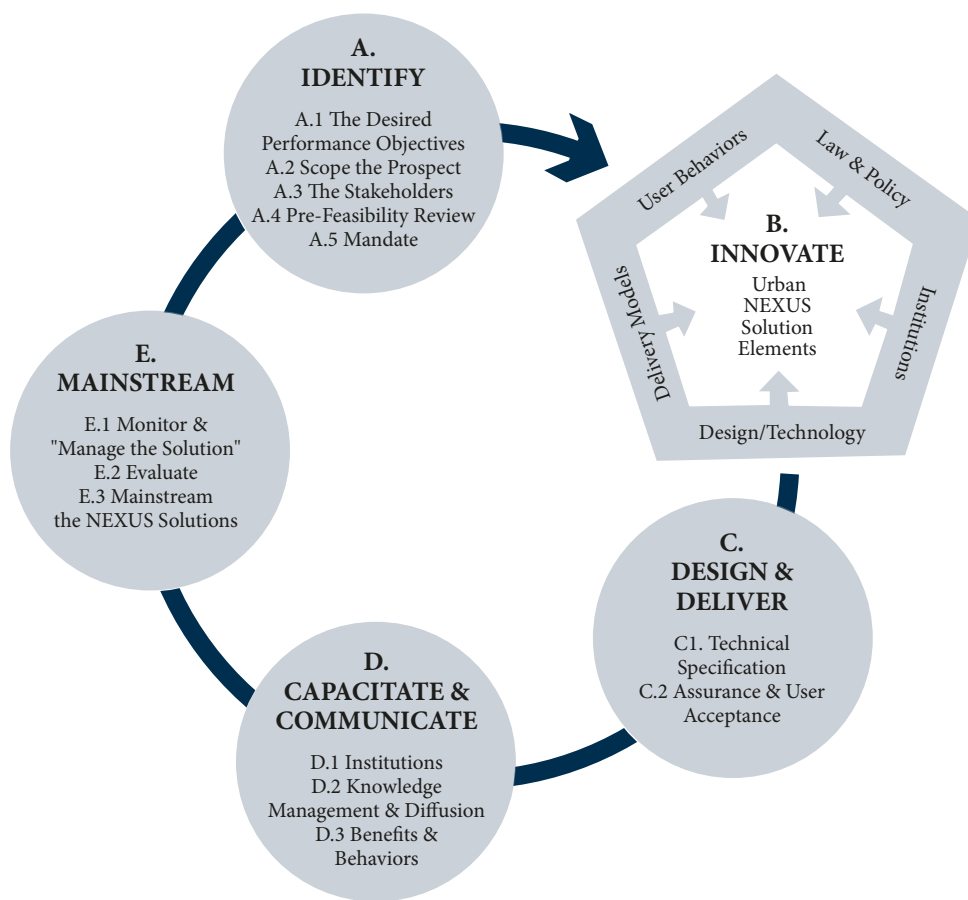
The lack of adequately integrated urban planning in view of rapid urbanisation has resulted in the increase of poverty, inequality and pollution in urban areas, preventing cities to achieve well-being for all citizens in an inclusive manner and to promote resource efficient infrastructure and more socially balanced economic growth.

In order to tackle these multi-sectorial challenges, it is important to break the “Silos-thinking” paradigm and re-think the urban planning and management logic taking as an opportunity the emerging NEXUS between sectors and institutional structures. To promote a shift in

paradigm, strategies for urban upgrading combined with measures to prevent inefficient urban development shall be addressed.

Urban upgrading is about striking a balance between investing in areas that attract investment to the city on a global level and in programmes that foster citizens well-being and inclusion so they can reap the benefits as well. In this sense upgrading interventions are opportunities to redefine the urban logic, such as through the application of innovative infrastructure practices that stimulate the balance between environmental protection, social demands, and the inclusion of marginalized social groups.

Figure 1



GIZ and ICLEI, 2014, Operationalizing the Urban NEXUS

© ICLEI, GIZ and TNP

The urban NEXUS approach serves as a framework to identify linkages between urban development actors and sectors, and to generate ideas for innovative strategies and solutions to efficiently use financial and environmental resources, according to the local context. The NEXUS

development cycle (Figure 1) is a strategic tool that supports practitioners to collaboratively translate integrated policy and planning objectives into projects, technical solutions and operations.



Based on that, this learning exchange workshop of Connective Cities in cooperation with MILE, fostered the debate on the following topics

- 1) Integrated planning for green and inclusive urban upgrading: the challenges of developing and sustaining inter-sectorial collaboration and citizen participation
- 2) Partnerships and financing models: finding synergies to promote sustainable and integrated urban upgrading
- 3) Green building and infrastructure: innovative technologies, policies and designs to deliver low-cost and energy-efficient housing and services
- 4) Connecting with nature: strategies of spatial planning, public spaces and green infrastructure to improve quality of life and social cohesion

### Objectives of the workshop

- 1) Foster exchange and collaboration among participants from cities of Germany and Sub-Saharan Africa in the field of urban upgrading
- 2) Dissemination of innovative good practices of urban upgrading that apply elements of inclusive growth, green building, green infrastructure, integrated urban planning, among others
- 3) Provide peer-to-peer advisory services in a conducive and creative workshop environment
- 4) Develop capacities of participants to analyze requirements for the development of integrated urban upgrading strategies and to create local action plans based on cross-sectorial integration and on green solutions
- 5) Define future support measures to strengthen capacities for project development and implementation as well as for continuous exchange through the community of practice, Connective Cities, and MILE





## Methodology

Connective Cities’ methodology fosters learning and cooperation among urban practitioners by means of sharing of good practice examples, expert knowledge and solution-oriented peer-to-peer advisory sessions, and development of action plans.

In line with the proposed topic, introductory keynotes provided insights about urban upgrading in the perspectives of Sub-Saharan Africa and Germany and were followed by a fishbowl discussion, where the participants actively took part in the discussions.

On day 1 Good Practices illustrating application-oriented strategies of green and inclusive urban upgrading were exposed in poster format and presented in 4 working groups consisting of three to four presentations each.

Figure 2

- A. IDENTIFY**
- A.1 The Desired Performance Objectives
  - A.2 Scope the Prospect
  - A.3 The Stakeholders
  - A.4 Pre-Feasibility Review
  - A.5 Mandate

## Key steps in identifying the Urban NEXUS prospect

*Integrating one or more systems, services/products, facilities, policies, or organizational silos to achieve integrated planning goals and targeted productivity outcomes*

**A.1**  
Translate the general Urban NEXUS objectives into context specific objectives for the initiative  
NEXUS Objectives:

- efficiency
- suitability
- effectiveness
- resilience

**A.2**  
Scope the potential Urban NEXUS integration areas to support the achievement of the objectives  
Integration areas:

- systems
- scales
- services
- silos
- social behaviors

**A.3**  
Identify the stakeholders who would need to be involved in developing and supporting the innovations, reforms and other measures in each of these areas  
Potential partners:

- Department officials
- Private sector
- Community
- Academe

**A.4**  
Work with stakeholders to do pre-feasibility or strategic reviews of the identified measures  
Methodology:

- Mapping
- Visioning
- Workshops

**A.5**  
Recommend the areas to be further explored and establish the formal mandate required to support collaborative innovation of a solution to achieve the initiative’s objectives  
Sample solutions:

- a set of Urban NEXUS integration measures
- performance metrics to guide design

↓

*Identification of prospects for integration*

↓

*Evaluation of strategic feasibility, under current conditions*

↓

*Identification and early engagement of the stakeholders needed to develop, implement, and benefit from the prospective intervention*



The peer-to-peer advisory session on day 2 started with a brainstorming to identify the main challenges regarding planning and implementation of green and inclusive urban upgrading interventions. Subsequently working groups were formed and all participants - or peers - in the group were invited to give their feedback, ideas and remarks on the presented challenges. A set of questions helped them to steer discussions in an analytical manner in order to prepare for the subsequent action planning session.

Finally, on day 3 the action planning session focused on developing concrete action plans to improve performance of cities in planning and implementing green and inclusive urban upgrading projects. Some participants proposed project ideas and gathered colleagues to support them to develop the action plan based on steps A and B (see Figure 2 & 3) of the Development Cycle of the urban NEXUS approach.

After the workshop all project ideas shall be elaborated in more detail by the working groups and documented in project sheets which provide the framework for medium-term work processes the groups will embark on as a community of practice. They will be facilitated by Connective Cities based on request.

Figure 2 & 3: Steps A and B of the Urban NEXUS Development Cycle that were used to support the development of the action plans (Source: © Irina Velasco, based on 'Operationalizing the Urban NEXUS: towards resource-efficient and integrated cities and metropolitan regions' publication 2014).

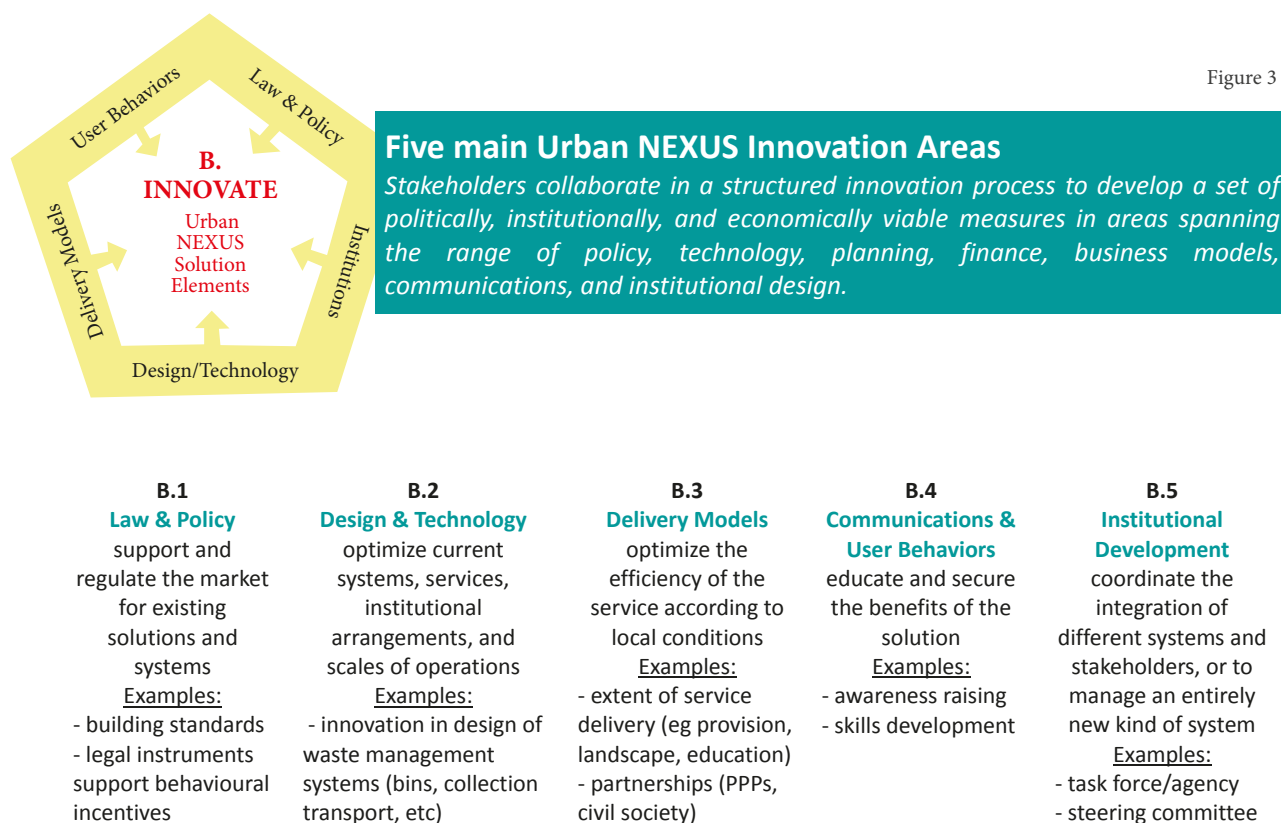


Figure 3



## Day 1: Urban Practitioners' Exchange on Good Practices in Urban Upgrading

### SESSION 1

#### Official opening and keynotes Welcome & Introduction

As a first step, the facilitators, **Mr. Aziz Jardine** and **Mr. Sogen Moodley** presented the workshop's agenda and mobilized participants to introduce themselves. Around 50 urban practitioners from 14 cities attended the workshop and were motivated to learn and exchange their experiences with colleagues.

**Mr. Mpilo Ngubane**, Head of eThekweni Municipal Academy, opened the event providing some insights about the city of Durban and its close relationship with the rural hinterlands. He mentioned the importance of the Connective Cities and MILE workshop, which brought practitioners from different cities and countries together to share their experiences and to learn with each other, and encouraged the participants to think and exchange on how cities could implement and finance urban

upgrading projects to achieve the Sustainable Development Goals established in 2015.

Subsequently, **Mr. Eric Apelgren**, Head of the eThekweni Department of International and Governance Relations, reflected about the advantages of being connected, in the sense of creating cohesion among stakeholders, reducing conflicts, and saving resources and time through learning from each other. He pointed out the importance of creating dialogue between politicians and communities and of developing public-private (PPPs) and cities partnerships to support sustainable urban development. Through a short video, he presented the city of Durban highlighting its achievements in regard to urban upgrading development projects. To conclude, Mr. Eric Apelgren advocated the use of innovative and participative networking methodologies and reiterated the important role MILE and Connective Cities play in fostering international knowledge exchange.

The International Community of Practice for Sustainable Urban Development – Connective Cities, its thematic clusters and services were presented by the GIZ Team, **Dr. Manfred Poppe**, Senior Project Manager of Connective

Cities, and **Mrs. Eva Prediger**, advisor of Connective Cities. Dr. Manfred Poppe welcomed the participants to this 20th workshop and explained that Connective Cities is a worldwide network platform that supports cities and urban practitioners to exchange knowledge and develop innovative ideas for urban projects that, among others, aim at reaching the targets proposed by the 11th Sustainable Development Goal: “Make cities inclusive, safe, resilient and sustainable”. Following the welcome message, Mrs. Eva Prediger presented the objectives, the thematic clusters and services provided by Connective Cities. The Connective Cities’ ultimate goal is to support practitioners to achieve positive changes in their local urban development processes. To support that, the platform offers exchange of knowledge via dialog workshops, study visits, webinars, seconding municipal experts and other means, acting as mediator and facilitator of the network. Thus, the engagement and active participation of practitioners is the key to keep the network alive. In her presentation, she also exposed the main challenges and interests indicated by the participants when they registered to the event. According to that, the main challenges faced are related to planning and management issues, such as the coordination of intersectorial partnerships and lack of citizen engagement and political commitment. The main topics of interest indicated were integrated planning, citizen participation and green infrastructure. The mentioned topics were discussed and analyzed during the course of the workshop.



### Keynote and fishbowl discussion: Urban Upgrading under the perspectives of Sub-Saharan Africa and Germany



**Dr. Luyanda Mphalwa**, director of Design Space Africa, a management consulting firm specialized on urban infrastructure delivery, provided an overview of the current and historical urban challenges of Sub-Saharan African cities. According to Mr. Mphalwa cities in this region are not entirely urban. That poses a challenge to urban planning and management which has to take into consideration rural components. Another challenge faced by African cities is the tension created by the duality between informal and formal settlements that pushes decision-makers to re-think and redefine the strategies to address the reality of the informality encroaching upon the formal city.

In this sense, strategies for housing delivery, housing design, and overall urban planning should be reviewed to address spatial integration of services taking into account the population demands as well as cultural aspects. He remarked that successful practical examples exist - for instance the Khayelitsha Central Business District and the construction of 10x10 Sandbag Houses in Cape Town - yet the majority of initiatives were not driven by the government but by non-governmental actors, and most of the times consist of pilot projects that face severe challenges to be mainstreamed and upscaled.

He also pointed out the historical international agenda addressing human settlements’ challenges from the perspective of the UN Habitat Conferences, which changed from keeping the people in rural areas, to encouraging participatory process in urban upgrading. In regard to the new urban agenda to be agreed on by the UN Habitat Conference III in Quito in October 2016, he called for reflection about the role of civil society as a representative of urban citizens which should advocate for their demands and request policies that take into account the cultural, economic and racial diversity existing in cities. Additionally, he mentioned that local authorities should have a greater role in the negotiations for the elaboration and approval of the agenda and highlighted the importance of cities’ networks to improve the power balance in this global decision-making arena.



To provide an overview of the urban challenges in Germany, **Mr. Christian Schilling**, from the Environmental, Construction and Transport department of the City of Bremen, presented a brief historical context on how the urban planning trends have shifted along the decades in Germany according to the demands of the society and political conflicts. Though German cities were supported by a legal framework to support actions of green and inclusive urban renewal, and

achieved high urban quality standards, they at the same time face major challenges related to social segregation and unaffordability of housing in the inner city areas, lack of citizen participation and vacant urban spaces. Those conditions call for action at all levels of government to transform cities into sustainable places. In this sense, German cities, likewise African Cities, are looking for innovative solutions to improve human settlements in a sustainable way.

The keynotes were followed by a **Fishbowl Discussion** on emerging challenges and options for urban upgrading, in

which the participants exposed their opinions to the plenary. The core topics of this discussion centered around housing delivery models and community participation.

In the debate on housing delivery it was emphasized that delivery models required change. Instead of providing housing units the participants stated that the provision of basic infrastructure and services should be prioritized. The mere building of houses could be realized by the residents themselves.

The participants also questioned the level of citizen participation adopted in urban upgrading projects and highlighted the importance to include the community as partners in the project design and implementation, turning them into agents of urban change. The discussion on how to engage citizens and how to make use of their assets within a limited project budget and schedule brought into light the necessity to make laws and policies more flexible. The creation of better structured communication channels and stable partnerships between the city and the communities was considered as an essential requirement for successful change processes in cities. Finally, it was concluded that politicians, city administration officials and communities while partnering have to get out of their comfort zones and establish an open dialogue towards finding common ground to their endeavors.



## SESSION 2

### Good practices on urban upgrading

The second session of the workshop was dedicated to the presentation of good practices. The practitioners presented in this session 15 concrete cases of urban upgrading that were related to the thematic areas of the workshop, namely:

- 1) Integrated planning for green and inclusive urban upgrading
- 2) Partnerships and financing models
- 3) Green building and infrastructure
- 4) Connecting with nature

In order to enhance the discussions around the synergies between areas of urban upgrading four working groups were created consisting of a mix of these topics as indicated in Table 1 (see p. 16 / 17).

The presentations were examined within each working group in terms of their preconditions, challenges, outputs, lessons learned and transfer possibilities.

The discussed success factors later were exposed in the plenary. Citizen engagement, establishment of partnerships with the beneficiary community, capacity-building of the community leaders and city officials, and political leadership were common success factors indicated by the working groups.

Other highlighted strategic aspects for successful urban upgrading were the multidisciplinary work processes and inter-sectoral cooperation, good communication between practitioners and decision-makers, and the development of comprehensive and participatory assessments and feasibility studies.





### 1) Integrated planning for green and inclusive urban upgrading

#### Upgraded slum, Upgraded people: A case of Kariobangi South Slum in Nairobi Kenya

*Mr. James Njoroge Gitau*  
Kariobangi South Welfare and Slums Housing Association  
Nairobi, Kenya

#### Public participation in urban development

*Mr. James Otiende*  
Nairobi City County Government  
Nairobi, Kenya

#### The Social City Düsseldorf |Flingern/Oberbilk. An urban development promotion programme

*Mr. Matthias Herding*  
City of Düsseldorf  
Düsseldorf, Germany

#### Citizen Participation in Urban Renewal - A case of “Girls Hostel” in Rimuka Kadoma

*Mr. Daniel Chirundu*  
Kadoma City Council  
Kadoma, Zimbabwe

#### Incremental Services to Informal Settlements Programme

*Mr. Faizal Seedat*  
City of Durban  
Durban, South Africa

#### Upgrading social housing to remove social inequalities

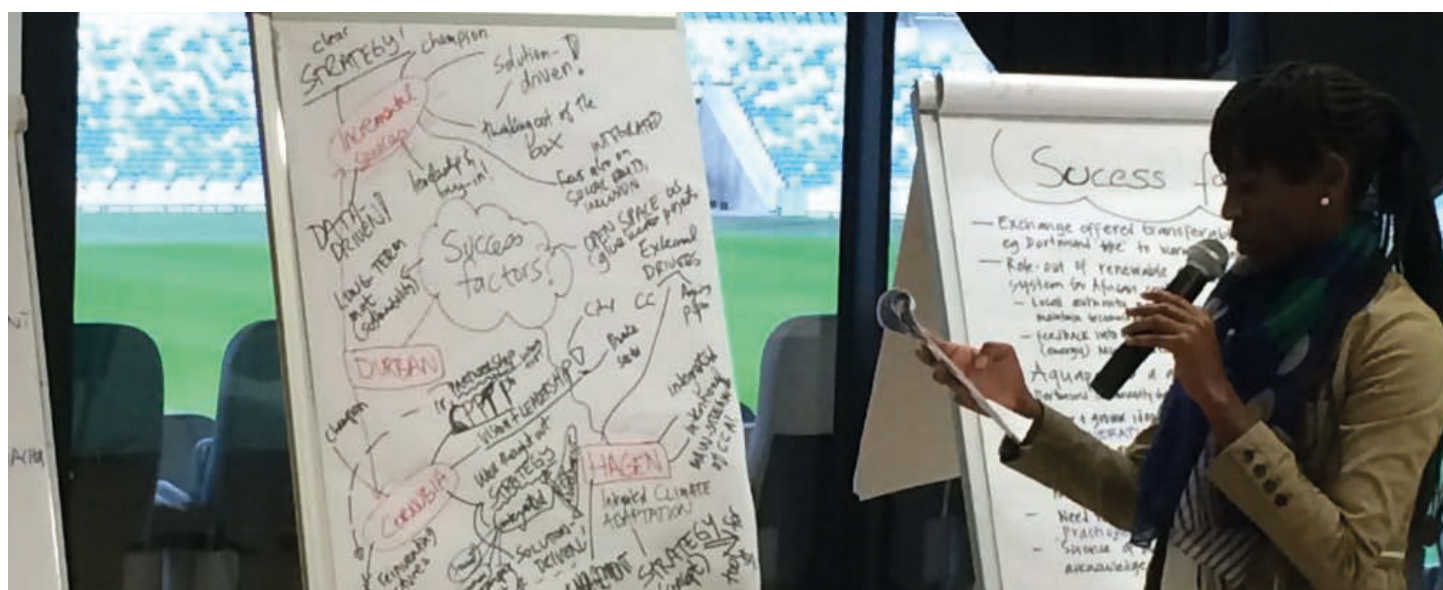
*Mr. Aaron Masembura*  
Kadoma City Council  
Kadoma, Zimbabwe

#### Socioeconomic sustainability and innovation program – Cornubia Development

*Mr. Musa Shabane*  
Tongaat Hulett Developments  
City of Durban, South Africa

Table 1





## 2) Partnership and financing models

### Building inclusive partnerships

*Mrs. Emily Mohohlo*

*Mrs. Ana Estevao*

South African Federation of the Urban & Rural Poor (FEDUP) – Shack/Slum Dwellers International  
South Africa

### Inclusive solid waste management in informal settlements through collaboration of city county with local communities: A Case of Kibera Slum, Nairobi-Kenya

*Mr. Alex Mugambi*

Kenyatta University  
Nairobi, Kenya

### Examining and understanding the need for PPP in urban renewal and growth

*Mr. Joshua Malignwa*

City of Rusape

Rusape, Zimbabwe

### Integrated climate adaptation concept for the city of Hagen - reflecting partnership and financing

*Mr. Fred Weber*

City of Hagen

Hagen, Germany

## 3) Green building and infrastructure

### Showcasing integrated human infrastructure and green designs – The case of Cornubia in Northern Durban

*Mrs. Fadaya Ebrahim*

City of Durban

Durban, South Africa

### Energy efficient renewal of urban areas in Dortmund

*Mr. Michael Leischner*

City of Dortmund

Dortmund, Germany

## 4) Connecting with nature

### Increasing and maintaining the City's green cover

*Mrs. Patricia K'Omudho*

Nairobi City County Government

Nairobi, Kenya

### Urban gardening in Bremen, Germany

*Mr. Christian Schilling*

City of Bremen

*Mrs. Eva Kirschenmann*

Lucie-Flechtmann-Platz

Bremen, Germany



## Day 2: Actual challenges in urban upgrading, peer-to-peer advisory and site visit

### SESSION 3

#### Challenges in urban upgrading

The second day of the workshop started with the keynote of **Mrs. Irina Velasco**, project manager at ICLEI-Africa, about the Urban NEXUS Approach. This approach guides stakeholders to identify possible synergies between sectors, jurisdictions and technical domains for the integrated design of urban sustainable solutions. Its ultimate goal is to increase institutional performance and inter-sectorial/inter-institutional coordination to optimize resource management and service quality. Rather than consisting of a new concept, the Urban NEXUS Approach builds on established concepts and practices of integrated planning while moving towards a new practice of designing policies, projects and solutions.

This keynote speech provided the conceptual and methodological background to support the participants in the development of their action plans to be elaborated on the third day of the workshop. Questions regarding the approach were clarified by Mr. Irina Velasco, who reiterated that people must be prepared and open to learn in

order to create innovative urban development solutions. The challenge of integrating the finance/budget flow into the NEXUS approach was one of the relevant issues raised by the participants, which recalled the discussion regarding the necessity to make laws and policies more flexible and to establish communication channels between sectors and government levels.

#### Peer-to-peer advisory

Subsequently, the Peer-to-Peer Advisory Session was initiated with a brainstorming session in the plenary to elaborate on and identify key challenges that the participants wanted to have addressed. In smaller peer groups each challenge was presented and discussed, and the proponent (Champion) received advice from the colleagues to cope with it. Eight challenges were identified:

- **Community, Public, Private Partnership**  
Champion: *Mr. James Gitau, Kariobangi South Welfare and Slums Housing Association, Nairobi, Kenya*
- **Improving living standards for low income groups in inner city**  
Champion: *Mr. Aaron Masembura, Department of Housing and Community Services of Kadoma City Council, Zimbabwe*

- **Integration of all income groups in one settlement**  
Champion: *Mr. Dlamini Thulami, eThekweni Municipality, South Africa*
- **Dealing with power structures within an informal settlement**  
Champion: *Mr. Mark Byerley, eThekweni Municipality, South Africa*
- **Participation and ownership of local governments budgets & Educating communities**  
Champions: *Joshua Maligwa, City of Rusape, Zimbabwe & Mhlengi Gumede, eThekweni Municipality, South Africa*
- **Partnering with non-governmental organizations and community based organizations**  
Champion: *Ana Estevao, Shack/Slum Dwellers International, South Africa*
- **Assist local governments to deal with informal urbanism**  
Champion: *Mbuso Mvelase, eThekweni Municipality, South Africa*
- **How to stop dumping and littering**  
Champion: *Patricia K'Omudho, Nairobi City County Government, Kenya*

### Examples of challenges in peer-to-peer advisory

#### *Negotiate urban upgrading interventions with informal settlement communities*



eThekweni Municipality, exposed the challenge the city faces to negotiate urban upgrading interventions with informal settlement communities. Years of neglect and eviction policies generated mistrust among community members in regard to the city administration.

The development of an informal land market in these settlements created a parallel power structure among the landowners that compete with the city in the negotiations with the community to provide the demanded improvements.

The peers in this group advised to deconstruct the power of the landowners by enforcing the law and joining forces with the community. The trust between city and community could be regenerated through participatory approaches.

#### *Social housing with unacceptable levels of living standards*



The City of Kadoma in Zimbabwe still has pockets of old and inhabitable social housing where living standards have deteriorated to unacceptable levels. The low income bracket of the city's population resides in these structures. These houses are called "single quarters" meaning they were designed to accommodate single persons, but now families and extended families have moved into these structures partitioning the rooms by using curtains. This generated an overloaded demand on basic infrastructure and resulted in poor service delivery, which associated to non-committal political will and absence of funding mechanism worsened the situation. The peers advised in this case to:

- involve tenants so that they can define their living standards and help improve their living conditions
- have integrated urban upgrading plans
- use different methods to encourage participation of tenants
- devising ways of managing political dynamics;
- engagement and communication and continuous networking, and
- decongesting the area by availing affordable residential plots to the tenants



## SESSION 4

Site visit: eThekweni municipal practices on urban upgrading

### Lake Haven Social Housing Project



The project is situated in a suburb of Durban known as Newlands which is located 15 kilometers from the city centre and 10 km from Umhlanga. It provides 280 housing units to low-income residents within a gated area with 24hours security service. The buildings and infrastructure provided took into consideration environmentally friendly technologies such as energy saving globes, water efficient shower heads, grass block parking areas and pre-paid electricity meters which encourage energy savings by the tenants. The units are also fitted with a dual flush toilet cistern for efficient water usage. The project was designed to obtain maximum sunlight and fresh air flow.

Though the benefits of this project to the community are visible through the security facilities, good quality of building material and structured services supply, the participants highlighted some possible points of improvement. For example, it was suggested to use different colour patterns in the buildings' facades to bring more life to the settlement, as well as to prioritize the development of recreation areas for the children in the next phase of the development.



The site visit took place in two urban upgrading projects developed by the eThekweni Municipality: The Lake Haven Social Housing Project and Cornubia Integrated Human Settlement.

### Cornubia Integrated Human Settlement



Cornubia is set to be the Municipality's and the Province's largest sustainable integrated human settlement initiative. It is a joint venture between the eThekweni Municipality and Tongaat Hulett, a South African business company, and consists of mixed-use, mixed income development, incorporating industrial and commercial bulk, residential and open space uses.

One of the major components of the project is the provision of 15 000 subsidised housing units for low-income people. The area visited corresponds to the first phase of the project that has already

delivered 773 social housing units. By the time of the site visit, the first phase was still under implementation, although the housing units were already occupied by the beneficiaries. This fact raised the discussion regarding the implementation schedule adopted which, in the opinion of some participants, should deliver the housing units together with the basic infrastructure such as transport connections, schools, recreation areas, etc. to guarantee a good quality of life for the dwellers. Another issue raised regarded the design of the buildings and the maintenance of the open spaces and subsidized housing units. The participants also provided some recommendations for improvement of the project such as the creation of guidelines for self-construction/renovation of buildings and private gardens, promotion of communitarian engagement through collective urban gardening, and mixing housing types and income levels in the same residential zone.





## Day 3: Urban NEXUS action planning to promote green and inclusive settlements

### SESSION 5

### Action planning



The third day of the workshop set out to provide participants with a strategic vision and tangible results towards improving urban upgrading actions in their cities. The Urban NEXUS approach served as conceptual basis for rethinking possible actions. An action planning process was conducted based on simple tools to analyse underlying issues and formulate pragmatic strategies. The session made use of the methodological approach of the Urban NEXUS Development Cycle and focused on its steps A (Identify) and B (Innovate) to support the participants to uncover possible synergies during the elaboration of action plans. Five concrete project ideas came out of this session and were further developed in smaller groups with prospects for possible further cooperation between the members. Each group worked on the steps which were considered as relevant to their project ideas and served as kick-offs for the development of cooperation projects.



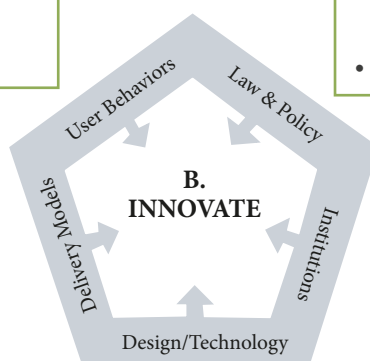
## 1. Bridge City / KwaMashu Open Space Project eThekweni Municipality, South Africa

*Objectives:* Make „left over“ open space part of vibrant township life:  
Development of a regional park for the people where citizens feel safe, enjoy being.

- Connect people to open space through agriculture and litter management
- Flea market activation (clothes and food)
- Enable uses
- Create a new vision

- Information
- Constants of law
- Environmental Planning and Climate Protection Department disengagement
- Detailed land use plan

- Process and project model
- Support formality
- Focus on Pocket Park



- Align aims with stakeholders interests

- Broad participation
- Integrated plan - funding
- Turn houses to open spaces
- S.O.A.R.



### Team:

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## 2. Isipingo Turnaround Strategy eThekweni Municipality, South Africa

### A. IDENTIFY

A.1 Objective	A.2 Integration Areas	A.3 Potential Partners	A.4 Methodology	A.5 Mandate
<ul style="list-style-type: none"> <li>To transform Isipingo into a vibrant, functional socio-economic hub that is environmentally sustainable</li> </ul>	<ul style="list-style-type: none"> <li>Crime, Drugs</li> <li>Waste</li> <li>Taxi business (use of space)</li> <li>Overcrowded areas</li> </ul>	<ul style="list-style-type: none"> <li>Landowners</li> <li>Isipingo business /chamber of commerce</li> <li>PRASA (Passenger and Rail Agency of South Africa)</li> <li>Bus and Taxi associations</li> <li>SAPs</li> <li>Tenants</li> <li>Commuters</li> <li>All relevant municipal departments</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of users needs</li> <li>Creation of a communication and engagement strategy</li> </ul>	<ul style="list-style-type: none"> <li>2011 Council Resolution</li> <li>City Manager`s Directives</li> </ul>



**Team:**  
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 Irina Velasco, ICLEI-Africa, South Africa  
 Phila Mayisela, Western Cape Government (Human Settlements Depart.), South Africa

### 3. Reblocking of Havelock Informal Settlement eThekweni Municipality, South Africa

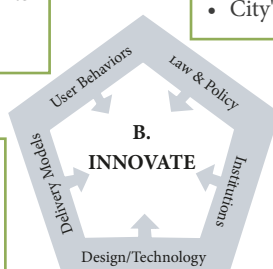
#### A. IDENTIFY

A.1 Objective	A.2 Integration Areas	A.3 Potential Partners	A.4 Methodology	A.5 Mandate
<ul style="list-style-type: none"> <li>• Create a better layout (drainage, space for children, gardening, services)</li> <li>• Improve health and safety</li> <li>• Reduce conflict</li> <li>• Management of households numbers</li> <li>• Improve resilience</li> <li>• Encourage community participation</li> <li>• Bring city as partner</li> </ul>	<ul style="list-style-type: none"> <li>• City departements</li> <li>• Service delivery models (incremental service program)</li> <li>• Community participation</li> <li>• Social inclusion + equity</li> <li>• Greening, LED, ECD</li> </ul>	<ul style="list-style-type: none"> <li>• Havelock community</li> <li>• Formal residents</li> <li>• City and all departments</li> <li>• Shack/Slum Dweller International</li> <li>• Community Organization Resource Centre</li> <li>• Province</li> <li>• Landowners</li> <li>• Tertiary institutions (e.g. universities)</li> </ul>	<ul style="list-style-type: none"> <li>• Technical assessment</li> <li>• Pre-feasibility study</li> <li>• Mapping + models</li> <li>• Workshop + presentations</li> <li>• Enumeration</li> <li>• detailed socio-economic survey</li> </ul>	<ul style="list-style-type: none"> <li>• Explore MoU between community and City</li> <li>• Showcase best practice</li> <li>• Political / Administrative buy-in</li> </ul>

- Build awareness in the community
- Build awareness in the city administration to facilitate the communication at all levels
- Communitarian strategy with formal residents
- Development of residents skills for future employment in the upgraded area

- National upgrading support programme (NUSP)
- Precedent examples by SDI
- City's incremental service program
- City's ablutions roll out program (CBA)

- SDI + CORC give support to the community
- City and Community partnerships via MoU
- City provide the services and the community physically reblock



- Establishment of a steering committee (city, NGO, Community and CBOs)
- Establishment of Community Construction Management Teams

- Innovation in engineering standards, design and installation of services

#### Team:

Ana Esteveao, Shacks/Slums Dwellers International, South Africa (Coordinator)

Faizal Seedat, eThekweni Municipality, South Africa (Coordinator)

Emily Mhohlo, Shacks/Slums Dwellers International, South Africa

Matthias Herding, City of Düsseldorf, Germany



## 4. Improving living conditions of the low income group in the inner city City of Kadoma and City of Rusape, Zimbabwe

### A. IDENTIFY

A.1 Objective	A.2 Integration Areas	A.3 Potential Partners	A.4 Methodology	A.5 Mandate
<ul style="list-style-type: none"> <li>Urban renewal in SGs and GBs (energy efficiency, water conservation, service delivery system, sanitation solutions, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>International agreements (SDGs, GHG emissions reductions)</li> <li>Integrated service provision (water, housing, health, etc.)</li> <li>Social welfare</li> </ul>	<ul style="list-style-type: none"> <li>City administration</li> <li>Councilors + Mayor</li> <li>Engineering companies</li> <li>Finance institutions</li> <li>Tenants</li> <li>Churches</li> <li>Business</li> <li>Political parties</li> <li>Resident associations</li> <li>Special interest groups</li> <li>Government departments</li> </ul>	<ul style="list-style-type: none"> <li>Pre-feasibility review</li> <li>Consultative methodology with core stakeholders</li> <li>Comprehensive assessment (participatory and multidisciplinary)</li> </ul>	<ul style="list-style-type: none"> <li>Submission of the project for council resolution</li> </ul>



**Team:**

Aaron Masembura, City of Kadoma, ZWE(Coordinator)  
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Daniel Chirundu, City of Kadoma, ZWE  
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Michael Leischner, City of Dortmund, G

## 5. Waste Minimization City of Nairobi, Kenya

### A. IDENTIFY

A.1 Objective	A.2 Integration Areas	A.3 Potential Partners	A.4 Methodology	A.5 Mandate
<ul style="list-style-type: none"> <li>To reduce waste finally disposed by 5% in the financial year 2016/2017</li> </ul>	<ul style="list-style-type: none"> <li>Employment</li> <li>Health</li> <li>Social integration</li> <li>Education</li> <li>recycling (environmental resources preservation)</li> </ul>	<ul style="list-style-type: none"> <li>Environment, health, trade, planning departments</li> <li>sub-county administration</li> <li>County assembly</li> <li>Youth social services</li> <li>NGO's</li> <li>Waste generators</li> <li>Waste Processing entities</li> </ul>	<ul style="list-style-type: none"> <li>Public education and awareness campaigns</li> <li>Waste segregation at source</li> <li>Secondary waste segregation at the Material Recovery Facility (MRF)</li> <li>Direct sale of recyclables to recycling plants</li> </ul>	<ul style="list-style-type: none"> <li>Submission of the project to the county</li> </ul>



#### Team:

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## SESSION 6

### Wrap up, way forward, evaluation and closure

In the last session of the workshop the Municipal Institute of Learning - MILE, Connective Cities' partner in this workshop, presented their institution and portfolio of activities. MILE is a knowledge management initiative of eThekweni Municipality, whose mission is to help enhance the capacity of professionals working in local government on the African continent and beyond, to respond more effectively to meet the continuum of developmental local government challenges. This presentation was followed by the evaluation session that requested the participants to pin on a board the positive aspects of the workshop and those where improvements were deemed necessary.

Before closing the event, the Connective Cities Team reiterated that the community of practice is developed by the practitioners themselves and that Connective Cities' role is to support the networking and learning exchange. Thus the initiative and motivation to keep cooperating should come from the participants. **Mr. Linda Mbonambi**, Head of Area Based Management, eThekweni Municipality, officially closed the session and the workshop thanking the participants for their active engagement and indicated his intention to keep working with the Urban NEXUS Approach within eThekweni Municipality.



Finally, the workshop concluded with the following take-home messages:

- Urban development is a dynamic process and therefore requires laws and policies that are flexible in order to deal with new upcoming demands and challenges efficiently. This includes the necessity to make budget and project schedules more flexible to enhance the possibilities for NEXUS opportunities to take place.

- The mainstreaming of innovative technologies, designs and delivery models for housing and basic services requires political will and community support. Thus, it is important to work directly with the community to design upgrading solutions and, at the same time, to search for political leadership to sustain the innovative ideas at the political level.

- Citizens, especially stakeholders of urban upgrading programmes, should become agents of change. This means that the participatory process should allow them to become not only partners in the planning and implementation of upgrading projects, but also in the decision-making. To achieve that, it is important to review and improve participatory methodologies.

- Communication between stakeholders should be improved to allow practitioners to identify NEXUS opportunities that enhance their projects' performance. Communication channels between practitioners, community, and politicians should be established in order to facilitate the information flow and dialogue between key stakeholders.





## Statements of participants on the workshop

### MOTIVATION

*“What motivated me was the fact that a group of practitioners from public and private sectors who are coming here for a common goal which is finding solutions for the challenges the cities are facing”*

### METHOD

*“The methodology that was used for the workshop for me was very interactive it actually made people to get out of their comfort zones and become more participatory”*

*“I really like the peer to peer sessions [...] you can go very deep into the problems of the cities and the projects [...] the peer to peer approach I think this is really worth to attend those meetings”*

### LEARNING

*“If I can give a mark of 1 to 10 – 10 being the highest - I can give it a 10, it is excellent. I would like to ask that this Nexus be in every ear and in every city that is included and include all the scholars, include all the community down there”*

*“What I take home is that is very important to have an integrated approach. In one hand you have to find new ideas how to approach actors and institutions in the beneficiary areas and also the integrated approach actors and within the administration, where you put all department and teams of the city together in round tables to develop projects within this new approaches”*

*“Bringing back from this workshop is around technics of engaging not only as officials but also technics to engage with the members of the community because at the end of the day we need to look at local solutions for local problems”*







### ***Acknowledgements***

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