18 LOCALIZING SDG 11 AND SDG 16

Modelling for Sustainable Development: urban planning and good governance

Durban
Johannesburg

May 2016

FOREWORD

Chief Minister Sarath Ekanayake, leader of the Sri Lankan delegation

I will start with a small quote from M. Gandhi: "a nation that is capable of limitless sacrifice is capable of rising to limitless heights. The purer the sacrifice, the quicker the progress."

Sri Lanka went through a difficult period for more than thirty years. Now the country is in a transition period where the word "sacrifice" is even more meaningful to us. We sacrificed our resources to unite a nation and now it is time for us to build our nation. Today, the country of Sri Lanka wants to reflect itself and be connected to its own environment.

This is the reason why we, a Sri Lankan delegation of 8 out of 9 chief ministers came to South Africa for a week in May 2016 to get meaningful insights from our local and regional government peers, to exchange and learn from each other on urban planning and development. Sri Lanka has diverse challenges such as decentralization for a proper provision of public services, the capacity building of our local governments, the resilience in urban areas to face risks and hazards as well as narrowing the gap between poor and rich which is the root cause of many conflicts.

As a follow-up on the learning event on SDG 8, local economic development, held in Negombo in December 2015 by UCLG, FSLGA, UCLG ASPAC and ILO, this international learning exchange was a chance and an opportunity to capture the South African practices and system that are close to the one we have in Sri Lanka. We feel that the practices are close, because of a similar history, we struggle with the legacy of being British colonies, and we even share the same leaders. The visit to Ghandi's granddaughter was another step that helped us to open up, and to connect our responsibilities at home with the reality exposed to us in this event. This experience reflects very well "learning by practicing".

The cities of Durban and Johannesburg, as well as the KwaDukuza provincial government gave wonderful examples of inter-governmental cooperation, of resource management, and well-organized services such as the waste management site we visited. The relevance of the organization and conduct of local and regional government to achieve the global Sustainable Development Goals was well articulated by our global support felt from United Cities and Local Government (UCLG) and the United Nations Development Programme (UNDP Art). We all recognize that for achieving sustainable urbanization -SDG 11, high performing local, regional and national governments that are accountable to the people –SDG 16- is basic.

The three-day peer learning was the beginning of a long-term engagement with our national association FSLGA, UCLG and members, such as the South African Local Government Association (SALGA) and the eThekwini Municipality's Municipal Institute of Leaning (MILE). The bound of trust is spanning also between us, the regional authorities of Sri Lanka, and we know that we can, we should, we must apply the lessons once back in our country.

Chief Minister Sarath Ekanayake

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INTRODUCTION

In line with the Sustainable Development Goals (SDGs), the Federation of Sri Lankan Local Government Authorities (FSLGA), United Cities and Local Government (UCLG), the United Development Programme (UNDP), the South African Local Government Association (SALGA) and the eThekwini Municipality's Municipal Institute of Leaning (MILE) partnered to host the Urban Planning, Development and Management learning exchange. The learning exchange took place in Durban, South Africa, from the 10th-12th of May 2016 and in Johannesburg on the 13th of May.

Eight chief ministers, their commissioners and chief secretaries attended the learning sessions. This publication is a high level summary of the range of formal presentations, discussions, experiences, insights, lessons learned as well as study tours.

This learning exchange had several objectives:

- To provide a platform for sharing knowledge, solution-oriented experiences and lessons learned from South Africa's urban planning and development approaches and in turn learn from the experiences of Sri Lanka.
- To create a dialogue on perspectives on the new development agenda on the Sustainable Development Goals (SDGs) and how these goals can be translated into local actions to help driving sustainable development.
- To leverage support for future engagements and partnerships amongst South Africa and Sri Lanka.
- The learning event concluded with a roadmap of the Sri Lankan chief ministers for localizing the SDGs in the provincial and local councils of Sri Lanka.

I / SETTING THE SCENE

GOAL 11

GOAL 16

In what is now regarded as a turning point in global development, in September 2015, the United Nations approved the 17 Sustainable Development Goals (SDGs) within the Sustainable Development Agenda. These goals stimulate local and regional governments to acknowledge the different contexts as well as challenges at the sub national level. In response to this, the learning exchange grappled with what goals 11 and 16 meant for developing cities in Africa and Asia. With the focus on Goal 11, on ensuring that we "make cities inclusive, safe, resilient and sustainable", now places the responsibility for sustainable cities squarely within the ambit of local government. Clearly however, the actual implementation of Goal 11 does not only depend on local governments alone but also necessarily relies on the interdependency and coordination with all levels and spheres of government, critical stakeholders from

civil society, tertiary institutions and the private sector. The learning exchange unpacked exactly what this meant in its dedicated session on understanding public participation led by the Deputy City Manager from the eThewkini Municipality.

In addition, goal 16 emphasises the need to "promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels". This goal encourages cities to promote effective, accountable and participatory institutions at all levels of government. In order to respond to this SDG, a cross-cutting theme during the learning event was the issue of building capacity within municipalities to ensure that the vision of a peaceful and inclusive society could be realised.

The learning exchange laid an excellent platform for the City of Durban, the City of Johannesburg and the Sri Lankan government to mutually contribute to shaping urban development in their territories. The eThekwini Municipality passionately shared their experiences, challenges and lessons learned on urban planning, performance and financial management and in building good systems for governance. This was complemented by cutting edge perspectives from the senior leadership team of Johannesburg on urban planning, financial management and local economic development.

What do the SDGs mean in the territory?
What does a sustainable city look like?

II

SITE VISITS

1. SOLID WASTE LANDFILL SITE IN MARIANNHILL

Committed to the blended learning methodology adopted by MILE, practitioners were not confined indoors, but were exposed to real life examples and experiences on site. With the explicit intention from the Sri Lankan delegation to understand how the eThekwini Municipality is handling solid waste as part of its vision of creating more green and sustainable communities, the team was exposed to the workings of a good practice example of landfill management. The Mariannhill landfill site that was visited by the delegation has received international acclaim after it was officially declared as a protected area by the South African Conservancy Association in 2003, and is the   only landfill conservancy in South Africa.

The delegation appreciated the mindset of the landfill managers who viewed the this landfill as a productive asset, not as a cost, and more importantly understood the role of landfill management in ameliorating the effects of climate change. It was explained that the human contribution to climate change by the disposal of wastes in landfill sites is indeed very significant, where in the case of Durban, in excess of 25% of the City's greenhouse gas emissions are attributed to landfill sites.

In recognition of the fact that the high methane volume component of landfill gas offers a current resource of green power in South Africa[1], the eThekwini Municipality team explained to the delegation that the City embarked on an innovative landfill gas utilization project. The injection of the carbon finance, derived from a Clean Development Mechanism project undertaking, was just sufficient to allow this project to be viable. Clearly however, and this point was well appreciated by the participants, this project was not driven by economic imperatives, but guided by the City's commitment to sustainable development and a result of the Kyoto Protocol's mechanisms where the realization of emission reductions in GHG's and sustainable development criteria are paramount only - not financial profits.

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1   It is planned that the country's renewable energy target will be supplemented by some 6% of landfill gas derived power.

2. PHOENIX SETTLEMENT GANDHI CENTRE

After visiting the Mariannhill Landfill Site, the delegates visited the renowned Phoenix Settlement and were exposed to the enormous extent of the South African Metro, which is also part of the historical apartheid legacy that saw poor and black people being settled far away from city centres in segregated townships. Participants experienced first-hand the quality of the living environment in the Inanda Ntuzuma Kwamashu area, and acknowledged the great efforts made by the municipality to address the imbalances of the past.

At the Phoenix Settlement named "Sarvodaya" which means "Well Being for All" was initially built for the renowned human rights activist Mahatma Gandhi & his family when the Phoenix Settlement was established in 1904. The original Phoenix Settlement in Inanda, KwaZulu-Natal, was inspired by Gandhi, encapsulating his vision for a community based on self-reliance. The delegates were in awe to experience the settlement and Gandhi's house and were able to see the printing press on which the first Indian newspaper in South Africa was printed. The settlement itself has always played a critical part in promoting peace, justice and equality for both the spiritual and political. One of the highlights of the exchange was the message of the power of love and the divinity within all despite ethnicity and race made by Ms Ela Gandhi, the granddaughter of Gandhi.

"I encourage local governments to seek the support they need to localise the SDGs."

S.Hoeflich, UCLG

III LOCALIZING THE SDGs AND THE IMPORTANCE OF PEER LEARNING

UCLG with all the Committees and associated networks, as well with their partners such as UNDP and UN Habitat, have been given the vast responsibility to support local government stakeholders to drive the agenda of localizing the SDGs.

Acknowledging the role of local governments in delivering the SDGs at the local level, it was accepted that their new role is to translate the New Urban Agenda into policies and subsequently turn policies into action on the ground. During the learning exchange held in Durban, Sara Hoeflich, the UCLG World Secretariat Program Manager, affirmed the importance of peer learning. She asserted that fostering peer learning requires cooperation and hard work from cities. Local governments must encourage learning amongst cities if they want to be seen contributing for the achievement of the global goals. It was noted that the UCLG learning program assists local and regional governments in the development of ad hoc platforms around issues that concern them, enhancing cooperation and bringing leaders together, in turn improving city to city learning. She appreciatively acknowledged MILE and Johannesburg for playing a role in facilitating peer learning amongst cities.

On behalf of UCLG, Sara Hoeflich passionately encouraged members and governments to continuously support follow up of learning initiatives. Both the eThekwini Municipality and the Sri Lankan government had clearly indicated their commitment in contributing to further learning initiatives. Learning, it was noted including not only local, but also regional governments was of particular relevance, as provincial governments pay such a critical role in supporting the development and the capacity building of intermediary cities. The role of the KZN Provincial Government was highlighted for future learning interventions, given the historical support of the MEC in the Province.

THE LOCAL AND REGIONAL GOVERNMENTS GLOBAL AGENDA 2030

Johannes Krassnitzer, an expert from the UNDP Programme on Articulation of territorial networks (Art), highlighted various initiatives and programmes that are part of the Local and Regional Governments Global Agenda 2030, for implementing SDGs. In his input he emphasised the need to consider the various frameworks to contribute in addressing urban management. All those actions should become part of the broader agenda to delivering the SDGs. Mr Krassnitzer explained that the UNDP has made a rigorous effort to contribute to addressing urban management and governance issues in developing countries and will continue supporting local and regional governments in delivering the SDGs. He encouraged the local governments to seek the support they need. As an intrinsic part of government, they are the spheres that localize the SDGs and make the vision become a reality on the territories.

> *"The South African local performance management is a really important tool to achieve SDG 16."*
>
> **Johanes Krassnitzer.**
> **UNDP Art**

IV | SDG11 URBAN PLANNING IN DIFFERENT CONTEXTS

SOUTH AFRICA AND SRI LANKA

1. ALIGNMENT OF PLANNING POLICIES AND INSTRUMENTS

The Learning Exchange was useful as it offered participants to engage with not just a local understanding, but to learn about the provincial government perspective on localizing the SDGs. Ms Martie Milne who represented the Office of the Premier in KwaZulu-Natal Province shared the vision of the KwaZulu-Natal Provincial Government on the implementation of the SDGs. Alignment of plans to global, national, provincial and local imperatives, she stressed, was one of the key focus of the Office of the Premier. The current strategy is to ensure that all plans are aligned to the local plans.

The key lesson that emerged from her input was that the Integrated Development Plan (IDP), is a very crucial instrument for implementing all the SDGs. The IDP encourages negotiation, commitment and precises location of public sector activities that can be monitored by all its citizens as it happens on the specific territory.

The IDP is a strategic plan for an area that gives an overall framework for development. In the case of the KwaZulu Natal provincial government, the IDP also provides a frame for the deconcentration of resources and investments. It is for this reason, that the provincial government has placed emphasis on building the IDP capacities in cities and towns. Yet again, the call for the building of capacities of practitioners was made – an important theme throughout the exchange.

2. THE SOUTH AFRICAN PERSPECTIVE
IN A NUTSHELL

The history of urban planning in South Africa has many dimensions. South Africa was characterized by urban segregation. The Apartheid government policy envisioned denying the majority of South Africans access to urban opportunities. However, South Africa has undergone a great urban transformation over the years. To stimulate the full potential of urban areas and address the imbalances of the past, the new democratic government has adopted policies to inspire urban development and help reaching sustainable development. Infrastructure investment has been distributed more fairly over the last years, and cities like eThekwini Durban and Johannesburg undergo spatial strategies driven by a vision to unite, to integrate and to enable communities instead of separating and segregating them.

3. URBAN PLANNING AND THE SRI LANKAN PERSPECTIVE

IN A NUTSHELL

There has been an increasing demand for urban planning in responding to the development challenges. Sri Lanka has few challenges in urban planning and development. However, it has achieved significant transformations, with particular progress in the health and education sectors. The Sri Lankan government has improved in delivering health services in its communities and giving a better access to education. The past few years, the education system has been improved and consequently Sri Lanka rated the highest adult literacy rate in South Asia, which now stands at 92.63%[1], as education is free for all since 1938.

According to the World Bank, the Sri Lankan economy has grown at an average of 6.4 percent between 2010-2015, reflecting a peace dividend after the war and a determined policy thrust towards reconstruction and growth. The economy of country transitioned from a previously predominant rural-based agriculture economy towards a more urbanized one driven by services. However, Sri Lanka is still facing urban challenges such as unemployment and underemployment. The gap between the number of graduates and the number of employment opportunities remains very important.

The most critical challenge faced by the Sri Lankan local authorities that was noted was waste management. This issue has triggered many other issues associated with waste management such as health and environmental issues (wide spread of mosquito borne infection such as Dengue, dumping waste has caused hazards such as polluting ground water, flooding due to blockage of waterways, etc.).

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1   UNESCO Institute for Statistics (UIS)

INSIGHT: THE STRATEGIC SPATIAL PLAN OF JOHANNESBURG

Johannesburg counts on more than 4 million inhabitants, but is far larger in extension and sprawl than many megacities of more than 10 million inhabitants. This pattern is a legacy of the apartheid, when black communities were settled in townships, far from city centres, from white communities and from business districts. Similar to Durban, the City of Johannesburg seems to be an endless agglomeration of homelands. People move for work to Johannesburg, and sometimes spend 3 hours commuting. To overcome this issue, Ms Yondela Silimela, the head of planning, explained the strategy of the City of Joburg.

A key objective of the spatial strategy is to create jobs, to bring work and social cohesion, to provide opportunities for all citizens, in particular youth to cover the city with basic services. Spatially, this means not only densification, but also access to parks and leisure. A spatial flagship strategy is the project of corridors of freedom, green parks that are binding elements between neighborhoods. Because of the apartheid spatial legacy, parks and public facilities were all concentrated in higher income neighborhoods while townships remain dense areas with almost no open green spaces. The project is an attempt to re-connect urban areas with access to recreational spaces and freedom of movement.

V LEARNING ABOUT SDG 11 AND 16

PERFORMANCE MANAGEMENT, PUBLIC PARTICIPATION, URBAN FINANCING

1. GOOD GOVERNANCE

The concept of good governance has gained prominence internationally. Mr Sipho Cele, the Deputy City Manager (DCM) of eThekwini Municipality, provided insights and experiences from the governance system of Durban. His presentation helped translate the strategic intent of SDG16 which emphasises the importance of promoting peaceful and inclusive cities for sustainable development, providing access to justice for all and builds effective, accountable and inclusive institutions at all levels. He also made the link to creating a responsive, representative and a participatory government at a local level

In essence, the DCM noted that the eThekwini Municipality's governance system is about to defending the public interest. The policies and plans are, and always have to be people-centred. To promote

a participatory government, the eThekwini Municipality has established methods and tools for reporting, consulting and informing the communities. This mandate is informed by legal frameworks which guide local government. For instance, the city with 3,5 million inhabitants, had at that time

> **"It is important to have a consistent and meaningful communication with communities to encourage participatory planning and budgeting."**
>
> **Mr Sipho Cele**, Deputy City Manager of eThekwini MILE

205 Councillors in which 103 of them represents the communities in ward committees and the other 102 represent the public in political parties. Mr. Cele highlighted the importance of having a consistent and meaningful communication and interaction with communities to encourage participatory planning and budgeting. Participatory mechanisms promote access to information, accountability and transparency on the functions and operations of the municipalities. The City also uses electronic open communication mechanisms such as government circulars, or print and social media.

He spent time explaining that the need for the Public Participation Policy, which governs the Public Participation process. These processes allow citizens to actively engage with the municipality to improve services delivery. For instance, the city has established public participation structures such as the Ward Committees and the Community Based Planning (CBP) approach in extensively engaging with communities. In increasing the consultative approach, the city prides itseld in encouraging public participation through specific events, such as Izimbizos, Road Shows and Big Mama workshops or through tailor-made structures targeting particular groups such as the Disability Forum.

The Sri Lankan Government representatives were encouraged by the suite of mechanisms and reflected that Sri Lanka has similar public participation policies.

Further to the aspect of public participation, the Sri Lankan Delegates were interested in learning on the Fraud Corruption Mitigation Strategies implemented by eThekwini Municipality. They wanted to know about the methods and approaches used by Durban in preventing and combating fraud and corruption. Mr. Cele highlighted that the City of Durban has zero tolerance towards all forms of corruption and fraud and has systems to encourage this culture of zero tolerance. In promoting good governance, the city has adopted mechanisms to make it easier for people to report corruption and uses legal frameworks to fight corruption. In addition, the eThekwini Municipality has established the City Integrity and Investigations Unit in which all complaints and concerns relating to corruption and non-compliance are reported to Politicians. Finally, it was noted that all officials are properly inducted around the implications of corruption when they assume office.

As with eThekwini, the City of Johannesburg also stressed the importance of transparency and accountability. Councillor Niolwele, member of the mayoral committee, who received the delegation reminded that local governments commit themselves to be accountable. Whilst she noted that local elections in themselves ensure that accountability is embedded, the critical need of having strong political leadership and their role in oversight of the Council could not be stressed enough. This oversight role of political leadership that insists on systematic progress reporting and auditing as being key to fight corruption and clientelism was identified as a key learning point.
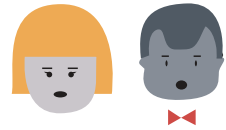

"Corruption is an enemy of good governance. Our conflictive past should serve as an example. Our realities are constantly evolving and our emerging political system is as vulnerable as others. We can prepare ourselves and be accountable and committed to high performance."

Nasir Ahmed
Chief minister Eastern province

2. PERFORMANCE MANAGEMENT

Focusing on SDG 16, Nirmala Govender, eThekwini Municipality's Head of the Performance Monitoring and Evaluation Unit shared insights on the city's performance management process. Performance management was described as an effective mechanism to promote transformational local governments. This process ensures the implementation of plans and projects for better public service delivery. In delivering goal 16 of the Sustainable Development Goals, eThekwini acknowledged the importance of having efficient systems, monitor and evaluate them to have an accountable and effective city. . Goal 16 is seen as a foundation to achieve the desired outcomes from ending poverty, to improve health, and mitigate climate change.

The single most important lesson emanating from the eThekwini experience was the critical need for the City Strategy to drive the budget and implementation of programs, and that the entire plan needed to be monitored on an ongoing basis. In eThekwini the performance of the City Manager was based on how well the City Strategy was achieved. In addition, all staff were on a performance management system that drew its targets from the City Strategy, which is itself aligned with provincial, national and international development targets.

By the end of this session, the Sri Lankan participants emphasised that to achieve the New Urban Agenda, local governments need to strengthen their performance management systems. Goal 16 requires cooperation and alignment between governments. However, it was agreed that this is not an easy task as there are challenges within governments. In Sri Lanka, with weakened local governments, a commitment for performance and accountability should work between the different public spheres, but also, and probably more important, between the government and the communities.

Through discussions, participants pointed out that there are few challenges to ensure that public participation takes place and in a successful way. The following challenges were mentioned to be common in Sri Lanka and South Africa:

- It is often difficult to sustain public participation. Sometimes, the same people attend and capture attention to their interest

- **There are rising communities' expectations and needs that are sometimes impossible to meet. This places stress on the public officials and could lead to a breakdown of trust.**

3. FINANCING URBAN PLANNING IN LOCAL GOVERNANCE

The key question for this session on financing urban development was what specific roles can local governments play in financing and delivering the SDGs? Can SDG 11 be achieved, or even addressed if funding mechanisms of urban development are not in place?

Staff from the eThekwini Municipality shared thoughts on the financial management of the municipality Ms Thabile Mkhwanazi a finance practitioner provided insights on the planning methods and the budgeting process adopted by the City through a structured and rigorous public participation exercise, which has strong budget oversight from elected Councillors.

"I am responsible for budget and expenditure in the eThekwini Municipality and I usually attend Council meetings until very late, as the allocation of financial resources shapes political decisions and the cities' realities."

Fawzia Peer

Chairperson Finance and procurement, eThekwini Durban

Furthermore, Jeremy Gorelick, an international expert from the John Hopkins University, related to the UCLG Committee on Local Finance, expanded on the financial aspect of Urban Planning and Development. He mentioned different ways for local governments to access funding. Funding could come from a bilateral relationship between organizations but it could also come from the establishment of municipal bonds. To create successful projects, there must be available funds allocated to the creation and the maintenance of new urban projects according to the overall municipal strategy. The City of Dakar was used as an example. Even a poorly planned urban project, was included in the funding and than improved. In total, the city was funded with 5 Billion Dollars to carry out its urban development projects.

The Sri Lankan Delegates were keen to know about ways to access funding. Prof Gorelick Jeremy advised the Sri Lankan government to rather choose one or two projects to focus instead of having many projects to deliver. He strongly suggested that a technical assessment of each project before delivery and the importance of doing a feasibility study beforehand as critical success factors. It was noted that somehow, the financial planning stage is an important aspect of urban development that is often underplayed. It was agreed that greater thought will need to be given to this aspect in future.

During the Johannesburg leg of the exchange, participants were exposed to an introduction of the City of Johannesburg's economic strategy. As one of the most attractive places for investment on the continent, the Sri Lankan delegation was interested in the proactive role played by the local government. In particular, the fact that the city relies on incomes, municipal bonds and other financial sources, and is careful not raising the debt too high. An additional learning point was noted as there is a need for a robust and diversified financing strategy that maintains infrastructure investment.

"In Sri Lanka, especially in Colombo, urbanization is highly related to the private investment boom nurtured by national and international investments. Real estate development is growing very fast, and the public sector is struggled using the opportunities of the momentum."

Isura Devapriya,

Chief Minister Western Province

During the discussions, it was agreed that the common challenge for sustainable development is the limited budget allocated to local governments. Due to this lack of financial resources, it is accepted that it is important to establish mechanisms to support local governments in accessing finance and deliver projects promoting sustainable development. In Sri Lanka, it was noted that most of the external funded projects are vested with the national ministries and hence it is difficult for local governments to develop any innovative ideas. Moreover, and despite having a required legal and regulatory environment for their own source revenue generation, provincial and local levels heavily depend on the central government for funding and transfers by way of grants or other subsidies. Therefore, it was agreed as a key learning point that it is essential that subnational governments develop the necessary capacities to maintain a fiscal autonomy.

During the learning event, the participants highlighted that there are still backlogs in infrastructure. This backlog requires financial support to deliver sustainable development at the local level. The participants also mentioned that if the local governments do not meet

the developmental needs related to urbanization, many Sustainable Development Goals would not be met. It is evident that local governments are responsible for delivering the SDGs and thus, the participants all agreed that the role of local governments is essential and the support offered to them if we want to achieve the SDGs.

However, the participants identified two main obstacles that hinder urban planning development at the local level: the lack of resources and the inadequate municipal technical support.

4. LOCAL ECONOMIC DEVELOPMENT

The City of Johannesburg is considered as the economic powerhouse of Africa. However, being an economic driver is not an indicator for sustainable development and does not necessarily translate into economic benefit and job creation for the entire entire city's population. The thought leader for the session, who heads up Joburg's City Economic Unit, Mr Ravi Naidoo highlighted the efforts made by the City of Johannesburg to redistribute wealth in an equitable way. Building on the report of his colleague, on financial management, the city counts on a solid financing and has even no difficulties managing the inclusive growth, which involves small, medium and large entrepreneurs and is at the heart of the policy strategy

Whilst the Sri Lankan economy could not be compared to Johannesburg, it was agreed that the inputs allowed time for thoughtful introspection around the need for anticipating more inclusive economic growth. There is much being done in Sri Lanka that needs to be encouraged and built on. For example, the Local Government Acts and Ordinances provide wider spaces for local authorities to work in Local Economic Development by providing required infrastructure such as weekly or permanent market spaces for economic activities, enforcing legal and regulatory mechanisms to ensure that health and other standards are met to boost the local economy.

5. TOP 10 LESSONS LEARNED FROM THE LEARNING EXCHANGE

The inputs, discussions and reflective sessions from the peer learning event held in Durban culminated to a shared outcome on the localization of the Sustainable Development Goals. The sharing of knowledge assisted the participants to identify common issues, challenges and lessons learned related to urban planning, management and governance. Some of the key lessons are summarised below:

1. Local and regional governments need to implement projects, which will support sustainable human development, not only economic development.

2. Participatory governance, accountability and performance are at the heart of sustainable urban development and the SDGs. It is important to put people first in all the municipal strategies and the policies.

3. The alignment (both vertical and horizontal) and the integration of policies but also the frameworks are significant to deliver sustainable services.

4. Local governments need to strengthen their public participation planning processes to allow multi-stakeholders participation in the planning and the implementation of the New Development Agenda in order to mobilize all forces to achieve SDG 11.

5. More learning initiatives should be established to build effective global and national partnerships. Local governments require greater support to strengthen their capacities and to lead the sustainable developmental process and deliver the SDGs at the local level. Regional governments can help them to build their capacities.

6. A people-centred process can turn out to be a driver for sustainable urban planning and resilience. It is good to rely on planning

frameworks, but it is even better to make them operational by establishing an agenda for all the spheres of governments.

7. National and regional governments should establish mechanisms to share resources and create authorities that would allow local governments to execute their functions.

8. Local governments can play a role in promoting partnerships between the government, the private sector, and civil society organisations.

9. The lack of involvement of the stakeholders and also the lack of financial resources for urban planning and development may lead to major failures towards the achievement of the SDGs.

10. Cities and regional governments would do well to invest in integrated performance management systems that are driven by the City Strategy and budget processes, and are linked to a system of rewards that incentive performance of its staff.

"For us, the South African experience is a political lesson of freedom, peace, and provides rights to all the citizens. Cities play a key role here, as mayors are the ones crossing the countries and listening to the people. I am politician from London, committed to inclusion and diversity. But now I see the chance for the nation where I was born, to learn from other cities and apply to our ongoing decentralization."

Mrs Kairul Kareema Marikar

Cllr. Harrow Council – London

WAY FORWARD AND CONCLUSION

The Sri Lankan government together with eThekwini Municipality acknowledged the need for local governments and cities to work together in delivering the Sustainable Development Goals at the local level. The Sri Lankan Delegates agreed that it is necessary to strengthen international cooperation and to establish mechanisms for global partnerships between local governments and academia.

UCLG is dedicated to support and collaborate with local governments in strengthening global partnerships to achieve the Sustainable Development Goals. In delivering the SDGs, local governments are encouraged to think globally but act locally. This means that local governments need to adapt to global targets and set targets at the local level. This task requires a buy in of communities, local, national governments and civil society organizations.

Participants were thrilled by the comprehensive presentations, discussions and lessons learned from eThekwini Municipality and emphasized the need to strengthen the dialogue on urban planning and development among cities. Furthermore, the participants highlighted that the implementation of the SDGs requires coordination and alignment of all sectors of governments and the civil society. Participants also identified performance management as a key mechanism to foster the achievement of the SDGs at local level.

TOWARDS A ROADMAP FOR FUTURE COLLABORATIVE ACTION

The peer learning event ended with an important ceremony. In front of the Vice Mayor of Johannesburg, who engaged the last day of the event, the Chief Ministers signed the following roadmap for action.

ROADMAP OF SRI LANKAN PROVINCIAL LEADERS: TOWARDS LOCALIZING THE SDGS IN OUR CITIES AND PROVINCES

We, Chief Ministers, Chief Secretaries, Commissioners, Mayors, Directors, local authorities and their associations, have gathered in Durban and Johannesburg during a learning exchange on the Sustainable Development Goals and urban management between 10th – 13th May 2016. We express our appreciation on the hospitality of the metropolitan government of eThekwini, Durban and of the City of Johannesburg, supported by the Sri Lankan High Commission. This learning initiative is a follow up on the learning event on SDG 8 held by UCLG, FSLGA, UCLG-ASPAC and ILO on local economic development and decent work in Negombo, Sri Lanka[1].

We appreciate also the leadership and support of United Cities and Local Governments, SALGA, MILE and their partners such as the UNDP ART programme to accompany and setting the context of South-South triangular cooperation, and enable our association FSLGA to coordinate the strategic exchange that enabled local and provincial authorities from the South to share knowledge, experiences and good practices.

More specifically, we herewith would like to declare our commitment to the implementation of the Sustainable Development Goals already approved by the Government of Sri Lanka in the General Assembly of the United Nations in September 2015. We, as local and provincial government elected and officials, consider the implementation of the SDGs at the local level an important priority. We are committed to support our national SDG strategy and plan through raising awareness at the local level, promote dialogue and engage our local institutions for promoting an integrated response to our local development challenges.

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1   UCLG Peer Learning Note, SETTING THE SCENE IN ASIA FOR SDGS IMPLE-MENTATION AT A LOCAL LEVEL SDG 8, Negombo, Sri Lanka, December 2015.

As we commit to support the implementation of the SDGs in our territories we will reach out and request current partners to support especially the building of robust evidences that enables our country, provinces and municipalities to monitor progress and improvement over the next 20 years. We will request our national government to approach the United Nations system in Sri Lanka to provide tailored support for an integrated effort of the provincial and local government spheres to elaborate base lines, identify indicators, promote SDG based local planning systems, support integrated and cross sectorial implementation and finally design monitoring systems to measure progress.

We are committed to transform the opportunities arising from the New 2030 Agenda into SDG inspired policies that will finally ensure that the international commitment a universal New Development Agenda will also have real impacts on the lives of our citizens.

At the same time, the capacity of leaders of the South to deliver their roles and responsibilities should continuously be strengthened by our government with the support of external and international actors. These actors can enhance the understanding, dynamics, and proficiency of local governments. Peer learning and other SS and triangular territorial partnerships as promoted by UCLG members and partners such as ILO, UNDP and UN Habitat will allow us to exchange and learn from other territories thereby assuring that our efforts are not only shared within our country but also with other territories world-wide.

We hereby pledge to begin the process of communicating and coordinating policies and activities in our provinces, and will also explore further application of lessons learnt with the city governments of eThekwini, Durban and Johannesburg and the provincial government of Kwa Zulu Natal. The details of these activities (including collaboration on a range of key areas such as solid waste management, performance monitoring, strategic planning being more customer focussed and strengthening good governance and nation-building) will be unpacked over the next six months. We hereby commit to

undertake these activities within broad strategic frameworks that our Provinces will champion, supported by facilitation offered by our South African counterparts.

To make this a reality, we will rely on the inspiration of our national association FSLGA, SALGA as well as UCLG and partners.

Signed in Johannesburg on this 13th day of May 2016

Chief Ministers of Democratic socialist republic of Sri Lanka:

Hon Sarath Ekanayake - Central Province
Hon Mahipala Herath – Sabaragamuwa Province
Hon Shan Wijelal De Silva – Southern Province
Hon Peshala Bandara Jayaratne – North Central Province
Hon Naseer Ahamed – Eastern Province
Hon Dharmasiri Dasanayake – North Western Province
Hon Chamara Sampath Dasanayke – Uva Province
Hon Isura Devapriya – Western Province

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