

Leadership in Public Transport for Spatial Transformation

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NATIONAL TREASURY

DEPARTMENT OF
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Graduate School
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*Strategic Leadership
for Africa's Public Sector*

Public transport has emerged as a major focus of urban transformation and metropolitan governance in recent years.

Important drivers have been:

- The Public Transport Strategy of the National Department of Transport which helped create a new vision and impetus for urban public transport reform with a focus on establishing integrated public transport networks as the foundation for future urban development;
- The National Land Transport Act (NLTA) which has changed the institutional landscape in a far-reaching manner with its emphasis on assigning responsibility for the whole urban public transport function to the municipalities;
- The major public transport investments made in recent years including the Gautrain, the Public Transport Infrastructure and Systems Grant (PTISG) focused on integrated rapid public transport networks and in particular BRT implementation and the funding now allocated for commuter rail upgrades.

These changes have generally been welcomed by the metropolitan municipalities and other stakeholders but it is acknowledged that the reform has thrown up major challenges, including strategic, institutional and funding challenges.

National Treasury's City Support Programme (CSP) is developing a programme to support urban mobility reform. The CSP offers assistance in providing resources to promote an integrated approach to future metropolitan spatial development involving core city, human settlement, mobility and climate change implementation support. The CSP seeks to strengthen existing planning processes, align various national grants and other funding sources, and provide targeted implementation support to strengthen outcomes across the built environment – including in public transport.

The partnership with UCT, DoT, CoGTA, SALGA, and SACN targets the strengthening of metropolitan leadership and management teams as one pillar of support. The course aims to highlight the potential of transport as a transformative tool in cities – transforming

both the way cities think about land use and citizen mobility. It seeks to enable metropolitan political and administrative leaders to get to grips with current challenges, learn techniques and tools, and be inspired to lead and implement change in urban mobility and land use management so as to connect, integrate and transform our cities into more inclusive, productive and sustainable cities.

The course

The course will take place over 5 days during which city leadership will reflect on the issues facing them and begin to craft a strategy to transform urban transport in their regions.

City teams will come to the course with their urban mobility priorities, plans and indicators and have the opportunity to review their plans to make them more realistic and more effective. The course will also enable city leadership to think through overcoming the obstacles to implementation and creating the team environment across the functional and political-admin divides required to achieve substantial success.

An important purpose of the programme is to enable participants to get to grips with the various challenges and develop robust common leadership approaches for addressing them. In particular, the course will focus on how leaders can use their personal agency to drive the mobility agenda in a context of a lack of legislative and institutional clarity. The programme will also assist leaders to manage expectations created as a result of the first phase of BRT roll-out. Specifically, the programme will assist municipalities to improve the quality of their planning, grant submissions and implementation practices.

Preparatory meetings

A preparatory meeting will be held in each metro to assist the city teams to prepare for the course and identify what materials they need to bring along to enable concrete and effective group work on the course. The meetings will also be used to flag city-specific challenges and issues as the context within which city teams will be developing their action plans at the course. These inputs will also be used to design the group work and plenary processes.

Post course support

After the course, facilitators will work with the city teams to support them to implement the strategies crafted and through this hone their leadership skills. It is envisaged that the course facilitators will hold a follow-up workshop about a month or two after the course with each city team to review progress on the action plan presented and assist with unblocking any obstacles encountered. This workshop will be jointly arranged with the CSP resource people allocated to each city.

In addition, cities will be offered an opportunity to host a one day refresher course with a slightly wider audience in the city as part of building the momentum for the changes required.

Who should attend?

City leadership teams— a maximum of 8 people per team, political and administrative. It is proposed that this includes the Mayor or Deputy Mayor, the Transport Portfolio Chair, the City Manager, the Chief Financial Officer and the Executives responsible for Planning and Transport.

National Government team— including senior leaders from the Department of Transport, National Treasury, the Department of Cooperative Governance and Traditional Affairs, Department of Planning, Monitoring and Evaluation in the Presidency, and the National Planning Commission.

International speakers

Harry Dimitriou is Bartlett Professor of Planning Studies at University College London (UCL) and sometime Head of the Bartlett School of Planning. He is Director of the OMEGA Centre at UCL – an international centre of excellence for the study of mega projects in transport and development funded by the Volvo Research and Education Foundations (VREF) undertaking international research into decision-making in the planning, appraisal, delivery and evaluation of mega urban transport projects in Europe, USA and the Asia Pacific.

Professor Dimitriou holds a Diploma in Town and Regional Planning from the Leeds School of Town Planning (1969), an MSc. in Urban Science from the University of Birmingham (1970) and a Ph.D. in Transport and Urban Development from the University of Wales (1990). Apart from his teaching at the Bartlett School of Planning in UCL, he has previously taught and undertaken research at Aalborg University, the University of Hong Kong, Sheffield University and the Development Planning Unit (DPU) at UCL.

Jose Gomez-Ibanez is Professor of Urban Planning and Public Policy at Harvard where he holds a joint appointment at the Graduate School of Design and Kennedy School of Government. He is an expert on transport, infrastructure and economic development. At Harvard, Professor Gomez-Ibanez currently serves as the faculty co-chair (with Henry Lee) of the Infrastructure in a Market Economy executive program at the Kennedy School. Since 2007, he has been Chair of the Social and Urban Policy Area at the Kennedy School.

He has authored and edited several books on transport. Including: *Regulating Infrastructure: Monopoly, Contracts and Discretion* (Harvard University Press, 2003) and *Essays in Transportation Economics and Policy: A Handbook in Honor of John R. Meyer* (with William Tye and Clifford Winston, Brookings Institution Press, 1999).

Anthony Ekundayo Mobereola is the pioneer Managing Director/CEO of Lagos Metropolitan Area Transport Authority (LAMATA) the agency charged with the responsibility of implementing a Multi-modal Integrated Public Transport (PT) system for Lagos State.

A doctorate degree holder in Transport Economics with more than 25 years varied experience at senior management level of the transport sector in the Middle East, Eastern Europe, United Kingdom and Nigeria, Dr Mobereola manages the development of the Lagos Urban Transport Project (LUTP), a 20-year Transport Master Plan for rail, bus and ferry services in all parts of Lagos.

About the Graduate School of Development Policy and Practice:

The School provides professional and academic training for senior government officials, elected office bearers and those engaged in public policy in South Africa, other African countries and beyond.

It also engages in research, consultancy and policy advice on issues related to development policy and practice in Africa. In doing so, it builds on the academic resources of the different faculties at the University of Cape Town, as well as those of local and international partners. It seeks to strengthen links between the research community and the policy community.

The School promotes the development of strategic leadership in government, including a strong emphasis on accountability in government.

How to apply?

Registration closes on 4 October 2013. Note that a registration form must be completed by each participant in the team.

To participate you need to:

- Be part of your city leadership team— a maximum of 8 people per team, political and administrative—including the Mayor or Deputy Mayor, the Transport Portfolio Chair, the City Manager, the Chief Financial Officer and the Executives responsible for Planning and Transport.
- Be in a position to influence and/or apply new approaches to public transport
- Complete and submit the attached registration form

Costs

Please note that this course is subsidised by National Treasury.

- Participants are responsible for their own travel to Cape Town and accommodation for the duration of the course.
- A list of accommodation options close to the conference venue will be circulated shortly.

For more information or to apply please contact

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