

South African Cities Network

Strategic Plan

for the
fiscal years
2011 – 2016

DRAFT: 10 February 2012

Foreword

>>Foreword:

- the policy priorities that have guided development of the Strategic Plan:
- how the plan is aligned to national priorities:
- executive authority endorsement of the Strategic Plan, and commitment to ensuring implementation:

Signature: _____
Chairperson of the Board of South African Cities Network

Official sign-off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the South African Cities Network under the guidance of Sithole Mbanga
- Takes into account all the relevant policies, legislation and other mandates for which the South African Cities Network is responsible
- Accurately reflects the strategic outcome oriented goals and objectives which the South African Cities Network will endeavour to achieve over the period 2011-2016.

Sithole Mbanga
Chief Executive Officer

Signature: _____

Approved by:

Chair, Management Committee

Signature: _____

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Executive Summary

The SA Cities Network (SACN) was established in 2002 by the South African Minister for Provincial and Local Government in collaboration with the mayors of South Africa's nine largest cities (Buffalo City, Cape Town, Ekurhuleni, eThekweni, Johannesburg, Mangaung, Msunduzi, Nelson Mandela Bay, and Tshwane) and the South African Local Government Association (SALGA). The SACN is mandated to promote good governance and management of its member cities using the knowledge of large city government experiences within the global and national economic development contexts; and to promote partnerships between or among the spheres of government in the interests of enhancing good city governance in South Africa.

Informed by the findings of its State of the Cities Report (2011) and the experiences of its stakeholders, SACN sets its overarching goal for the next strategic period as **enabling South African cities' understanding of, preparedness for, and performance in playing their respective roles in driving local and national development**. Towards this, the SACN has established the following strategic priorities for the period: *enable cities to act with a better understanding* by enhancing their supporting policy, planning and data infrastructure; *transform the built environment function in cities*, in particular by enabling effective strategies and systems for addressing spatial planning and land use, sustainable human settlements, and public transport; and *deal decisively with key vulnerabilities facing cities*, in particular around the issues of natural resources, municipal finances, human capacity, and socio-political stability.

Part A: Strategic overview

The SA Cities Network was registered on 9 December 2002 as an association incorporated under Section 21 of the South African *Companies Act, 1973*. The Company was established by the South African Minister for Provincial and Local Government in collaboration with the mayors of South Africa's largest cities and the South African Local Government Association (SALGA). The subscribers to the network, as set out in the Association Clause, are the following nine municipalities: Buffalo City, Cape Town, Ekurhuleni, eThekweni, Johannesburg, Mangaung, Msunduzi, Nelson Mandela Bay, and Tshwane.

The SACN completed its first 5-year strategic plan cycle in the period 2006/7 to 2010/11. This Strategic Plan is developed for the period 2011/12 to 2015/16.

1 Vision & Mission

The vision of the SACN remains the same:

The South African Cities Network is an established network of South African cities and partners that encourages the exchange of information, experience and best practices on urban development and city management.

Its overall mission remains:

- To promote good governance and management of South African cities;
- To analyse strategic challenges facing South African cities, particularly in the context of global economic integration and national development;
- To collect, collate, analyse, assess, disseminate and apply the experience of large city government in a South African context; and
- To promote a shared-learning partnership between different spheres of government to support the governance of South African cities.

2 5-year Goal

For the next 5-year strategic plan cycle (2011 to 2016), SACN's overarching goal will be:

By 2016, South African cities are effective drivers of local and national development, enabled by the SA Cities Network through its activist board, focused programme, and strong secretariat.

3 Values

The SACN will continue to be guided by the following values:

- Knowledge-in-Action (evidence-based policy)
- Shared learning
- Partnership
- Innovation
- Agility

4 Strategic Overview

This section locates the SACN relative to the South African institutional and policy context.

4.1 Purpose and Mandates

Clauses 2 and 3 of the Memorandum of Association states that the main **business and object** of the Company is to Promote good governance and management in South African cities; Analyse strategic challenges facing South African cities, particularly in the context of global economic integration and national development challenges; Collect, collate, analyse, assess, disseminate and apply the experience of large city government in a South African context; and Promote shared-learning partnerships between different spheres of Government to support the management of South African cities.

The **mandate** of the SACN is derived from the Memorandum of Association which indicates that the SACN: using knowledge of large city government experiences within the global and national (South African) economic development context, shall promote good governance and management of its member cities; and will promote partnerships between or among the spheres of government in the interests of enhancing good city governance in South Africa.

Functionally, the SACN uses knowledge generation and knowledge dissemination to establish itself as a credible thought leader in the area of urban policy and development issues.

The main **activity areas** of the SACN have included:

- Shared learning as the basis of inter-sphere partnerships

- Updating leaders on current and emerging changes and trends in urban policy nationally and internationally
- Promoting innovation and strategic thinking between cities and other spheres of government
- Fostering co-operation and exchange of best practice
- Generating options and make recommendations to network members
- Mobilising the capacity of cities to support local government and national development
- Strengthening linkages between cities, towns and rural areas

4.2 Locating the SACN

The SACN was established in 2002 under the auspices of then Minister of Provincial and Local Government, Sydney Mufamadi. The establishment happened at the time when the Local Government White Paper and subsequent legislation, i.e. Municipal Structures Act, Municipal Systems Act and the Municipal Financial Management Act, had been passed and municipalities were grappling with the implementation thereof. It became clear that there was a need to complement then-DPLG and SALGA in providing a more direct and meaningful platform for the larger cities to interact and to share knowledge and experiences based on their peculiar circumstances. A role for the new organisation thereby emerged.

Since its inception the SACN has functioned as a network of the nine largest cities in the country rather, than as a representative structure. Its role, in line with its mandate and mission, is to complement and supplement the broader set of institutional arrangements and linkages that cities would also have. *Annexure 3* shows a mapping of the broader institutional knowledge-related landscape within which the SACN fits.

4.3 SACN's Approach

SACN has positioned itself as both a source of information for leadership of South Africa's largest cities and also as a catalyst for debate. In South Africa's dynamic political and legislative environment there are many influences that will have direct effects on the administration of cities. SACN identifies, assembles and disseminates information that enhances the ability of decision-makers to learn from the experience of others and efficiently use their resources to build sustainable cities. The functions that SACN performs have been grouped into the following areas:

- a) *Guidance*: By preparing and disseminating strategic inputs and positions
- b) *Discovery*: By undertaking selected monitoring and evaluation including a regular State of the Cities Report
- c) *Assistance*: By preparing technical inputs on leading practice and processes

The SACN organized its work programme around five thematic areas of focus:

- **City Development Strategies Programme:** This programme focuses on crosscutting issues that have strategic impact on long-range aspects of city management. It culminates in the period State of South African Cities Reports which take stock of the performance, best practices and binding constraints of governance in large cities today.
- **Inclusive Cities Programme:** This programme focuses on the need to create inclusive cities which is being translated into the introduction of new housing typologies and patterns that redress old inequalities and try not to create new ones.
- **Sustainable Cities Programme:** This programme highlights the need for capacity to plan and create cities using strategies that engage the complex combination of: finite resources, climate change, the quality of life and cost of living in urban centres; and the financial and institutional sustainability of cities.
- **Well-governed Cities Programme:** This programme develops tools and frameworks for the measurement of city performance.
- **Productive Cities Programme:** This programme is focusing on key factors required for increased economic growth for local development and global competitiveness.

4.4 Policy linkages

From its inception, SACN was formed to research and understand better the various patterns and trends that characterise large and urban municipalities of South Africa, taking into account international trends and lessons, in order to give effect to the notion of developmental local government as articulated in government's March 1998 White Paper on Local Government. Over time, SACN has also been guided by a range of emerging national policy frameworks that affect the strategic landscape for local government. Key among these are: the National Development Plan (2011), The New Growth Path (2010), and the Local Government Turnaround Strategy (2009). These are reflected in *Annexure 2*.

Programatically, the SACN takes cognizance of the government’s new outcomes-based approach (2010) which identifies 12 outcomes with a view to measurable performance and accountable delivery. While many of the 12 outcomes have direct consequences for South Africa’s cities and are variously engaged in SACN’s work content, one key outcome is highlighted as being most salient to the role and mandate of SACN:

Outcome	Outputs
<p>Outcome 9: A Responsive, accountable, effective and efficient local government system</p>	<ol style="list-style-type: none"> 1) Implement a differentiated Approach to municipal finance, planning and support 2) Improve basic services in the areas of water, sanitation, electricity, waste management, roads and disaster management 3) Contribution to job creation and sustainable livelihoods through LED 4) Efficient administration of the organizations 5) Actions supportive of human settlement outcomes 6) Strengthen the administrative, institutional and financial capabilities of municipalities 7) Single Window of Coordination

5 Organisational environment

This section summarises the structure of the SACN, highlighting important information and issues relating to the capacity of the institution and other internal factors relevant to the Strategic Plan.

5.1 Corporate and Legal Status

The SACN is a company incorporated under Section 21 of the South Africa Companies Act 1973. It is a membership-based, non-profit organisation with no share capital, and was registered in December 2002.

5.2 Members and Partners

The founding Members of the SACN are:

- Buffalo City Metropolitan Municipality
- City of Cape Town
- Ekurhuleni Metropolitan Municipality
- eThekweni Metropolitan Municipality
- City of Johannesburg
- Mangaung Metropolitan Municipality
- Msunduzi Municipality
- Nelson Mandela Metropolitan Municipality

- City of Tshwane

Membership of the core network has been limited to the founding members. They are bound by the Memorandum and Articles of Association; provide the guarantee and subscriptions required from each Member; and nominate an officer to represent it in the affairs of the Company, whose admission is approved by the Board of Directors.

Additional Stakeholder Partners represented on the Board of the SACN are:

- Department of Cooperative Governance (DCoG)
- South Africa Local Government Association (SALGA)

In 2010/11, two additional Ministries (represented by their Deputy Ministers) were added to these: Human Settlements and the National Transport.

In support of the SACN's strategic objectives, it is envisaged that at least two further strategic sector departments will be included in the coming period: Ministry of Rural Development and Land Reform and the Ministry of Environmental Affairs.

Each Partner nominates an officer to represent it in the affairs of the Company, whose admission is approved by the Board of Directors. They are also encouraged to establish concrete memorandums of agreement with the SACN such as to establish a programmatic engagement and contribution to the network.

The SACN also works through a range of additional strategic and operational partnerships and collaborations which include other national departments (such as National Treasury, Land & Rural Development, Public Works), provinces, non-governmental and private institutions. These partnerships and associations are governed through various ad hoc agreements and contracts.

5.3 Governance & Policy

The structure of the SACN comprises its Board of Directors, two sub-committees of the Board i.e. Management and Audit Committees, and a Secretariat.

Historically, the SACN Board of Directors comprised of about 13 seats, of which the founding member [cities] occupied nine seats, extra members were nominated by the

Minsters of Cooperative Governance and SALGA, there were additional nominated members (typically the stakeholder partners), and the CEO served as an ex-officio member.

The Board of Trustees is responsible for the strategic vision of the organisation and formulates the policy framework within which the Secretariat implements the various programmes and activities. The Board is required to fulfil its fiduciary responsibilities by ensuring that the Secretariat is funded so that it is able to meet its organisational objectives.

In accordance with good governance principles the Board has established Management and Audit Sub Committees. The Committees act on behalf of the Board between Board meetings and are the custodians of the organisational funds. The Committees work collaboratively with the Secretariat to ensure the effective management of the funds and the efficient and accurate reporting of funds spent by the Secretariat. These lines of accountability and communication between the Board, the Management and Audit Sub Committees are simple and transparent, given the limited number of people involved.

5.4 Secretariat

As befits a network-based knowledge-sharing organisation, the SACN Secretariat structure has been lean and focused, comprising four professional and three administrative posts functioning under a CEO. This is envisaged to expand slightly in the new period to include additional administrative and Communications support.

The following draft organisational structure is thus proposed to deliver on the projected programme for 2011/2016:



** New / expanded posts or roles*

6 Analysis towards Strategic Plan

The methodology employed in developing this strategy included analysis and consideration of the following inputs:

- The performance environment or context in which cities find themselves
- The SACN’s State of the Cities Reporting (2004, 2006, 2011) as a form of assessment of member cities
- Evaluations and reviews of the SACN during the prior period (SACN Mid-term review , 2009; and SACN Formative evaluation, 2011)

These inputs were complemented with consultations with the SACN Board, Management Committee, and Local Government Parliamentary Portfolio Committee over the past period; reflections on the Secretariat’s experience; and regular feedback and evaluations from SACN partners, stakeholders, and event participants.

6.1 The performance environment

Urbanisation ... a growing threat in Africa

The rate of urbanisation in Africa is widely recognized as the most rapid in the world. The proportion of Africans living in urban areas is variously estimated to increase to 46% by 2020, 52% in 2025 and 53% by 2030.¹ Rapid growth in urban populations necessarily entails rapid growth both in the size and number of urban places. By 2020, Africa will have 11 mega-cities (5 million inhabitants or more) and almost 3000 cities with populations of more than 20,000, an increase of almost 300% from 1990.²

Size	1990	2020	% change
More than 5 million inhabitants	0	11	
1 to 5 million	18	59	327%
500,000 to 1 million	26	75	288%
100,000 to 500,000	180	585	325%
20,000 to 100,000	790	2,200	278%
All cities	1,014	2,930	289%

According to South Africa's National Planning Commission, "Despite slower urbanisation than in other parts of Africa, another 7.8 million people will be living in South African cities in 2030 and a further 6 million by 2050, putting pressure on municipalities to deliver services."³

There is a widespread and growing understanding that for resource driven growth to be sustainable, Africa's cities and local government systems must increasingly provide basic services to sustain growth.⁴ This realisation has fuelled a range of programmes and institutions across Africa geared to pooling information and knowledge resources on urban development with an African focus. This context underpins the existence of an organisation like the South African Cities Network and strongly motivates for the knowledge sharing platforms that it has established to support the growth already underway in South African cities.

¹ Statistical resources from UN-Habitat, 2001, Njoh, 2003 and African Union, 2006

² J.L. Venard, Urban Planning and Environment in Sub-Saharan Africa, UNCED, Paper no. 5 (AFTES) 1995

³ National Planning Commission, National Development Plan, 2011.

⁴ Urbanwiki Profile, ver5 - 2009

National Responses to Local Challenges: The 5-Year Local Government Strategic Agenda

Local government in South Africa has seen significant change and improvement since 1994. The objective of local government transformation has not just been change in and of itself, but has been geared toward ensuring institutional change to meet its developmental objective and thereby create a better life for all.

One of these ‘transformation imperatives’ was the adoption of the five-year local government strategic agenda adopted by government in 2006. The agenda aimed to consolidate government resources and focus on improving local government service delivery and development programmes across the three spheres of government. During the Cabinet Lekgotla in February 2007, national government approved a set of strategic priorities and national targets implementing the Five Year Local Government Strategic Agenda. These national targets were translated into a set key performance areas with specific performance measures, deliverables, and timeframes.

The defined Key Performance Areas (KPA) were:

- KPA 1: Institutional capacity and Local Government transformation;
- KPA 2: Local economic development;
- KPA 3: Financial viability and management;
- KPA 4: Good governance;
- KPA 5: Basic service delivery and infrastructure; and
- KPA 6: Alignment to National Spatial Development Framework

Municipalities have been tasked to develop their implementation plans against these clearly defined targets and goals set out in the Local Government Strategic Agenda.

The Local Government Turnaround Strategy: Local government is everybody’s business!

In the declaration of the National Indaba on Local Government held in October 2009, 1100 delegates including representatives from the three spheres of government, the private sector, trade unions, NGOs, traditional leaders, professional organisations, experts and other sections of civil society, acknowledged the challenges raised in the *State of Local Government in South Africa* report, and committed themselves to working together to address them.

The meeting furthermore recognised that the success of democracy depends crucially on an efficient, effective, responsive and accountable local government sphere and agreed on the theme of **local government is everyone's business**.

The meeting highlighted a number of challenges still being experienced by municipalities and agreed that a national framework for a local government turnaround strategy should focus on how to address these.

The Strategy was ultimately produced in 2009 by CoGTA indicating the following 10-point plan:

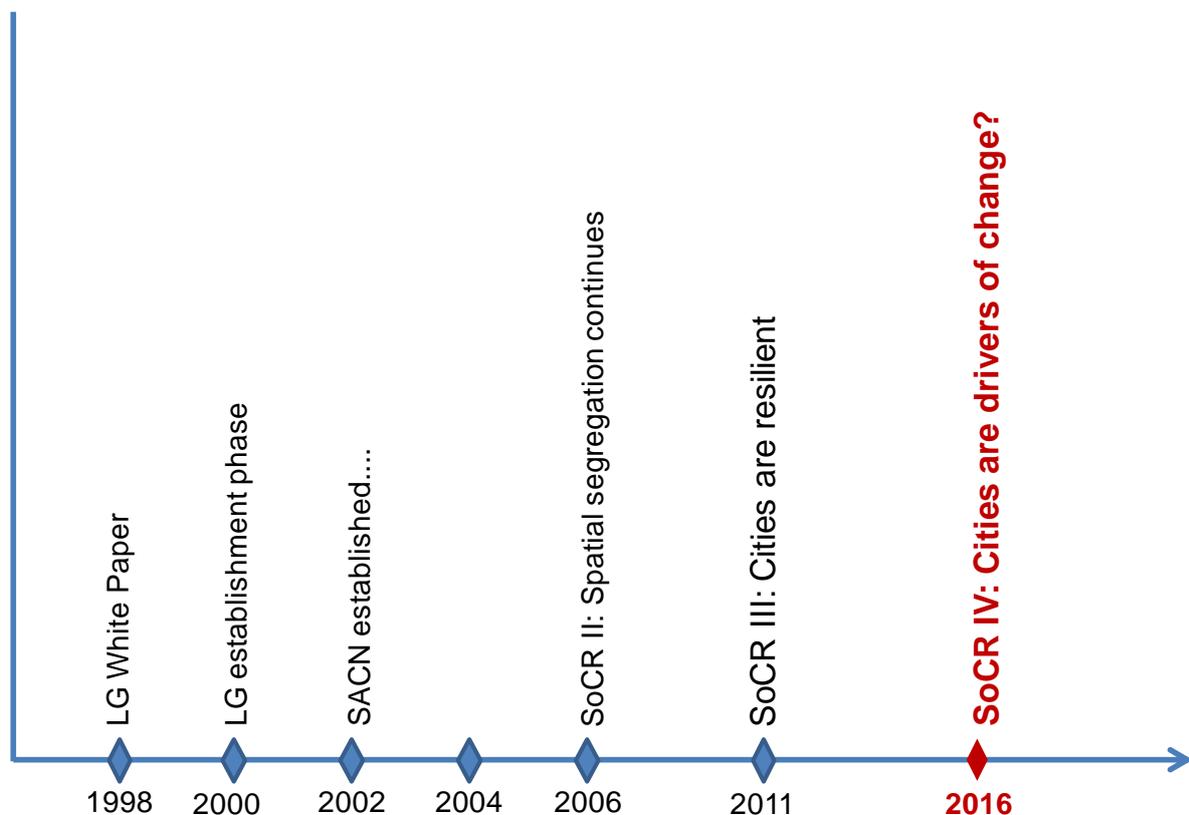
- 1) Improving the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management
- 2) Enhancing the municipal contribution to job creation and sustainable livelihoods through LEDs, and utilising cooperatives in every ward
- 3) Deepening democracy through a refined ward committee system that will be based on the will of the people
- 4) Ensuring that municipalities have and implement reliable and credible integrated development plans (IDPs)
- 5) Building and strengthening the administrative, institutional and financial capabilities of municipalities
- 6) Creating a single window of coordination, support, monitoring and intervention to deal with uncoordinated interaction by other spheres of government with municipalities, including unfunded mandates
- 7) Rooting out corruption, nepotism and maladministration in the system of local government
- 8) Developing a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system
- 9) Developing and strengthening a stable system of municipalities
- 10) Restoring the institutional integrity of municipalities.

6.2 State of the Cities Reporting

In line with its role as the knowledge sharing network of the country's nine largest municipalities, the SACN undertakes a thorough research process to produce the periodic *State of the Cities Report* which provides a review and synthesis of key trends in urban performance, and an analysis of the dynamics that shape cities in South Africa. In addition to other theme focused research products, all three editions of the State of Cities Report (2004, 2006, and 2011) are fully downloadable from the SACN website, www.sacities.net

Over the last ten years, the State of Cities Report (SoCR) has become a franchise product associated with the SACN and thus, a key influential reference work for public policy development across all spheres of government. For instance, in adopting the Local Government Turnaround Strategy, the national Department of Co-operative Governance and including the recently published National Plan by the National Planning Commission (NPC) were partially informed by research work undertaken by the SA Cities Network. Evidence indicates that a number of municipalities undertake their strategic planning exercises (particularly by provinces and the cities), and for further academic work in a range of research domains, consequent to the SoCR.

Furthermore, the SoCR has begun to frame a significant story about the evolution of South Africa’s cities, and the SACN has begun to proactively engage with the product as a strategic instrument for shaping its strategic agenda. The figure below illustrates a timeline considered in the development of this strategy.



6.3 Evaluations of SACN performance

Since its inception, SACN has maintained sound relationships with all spheres of government, enabling it to serve as a vehicle for the promotion of city development strategies as a tool for urban development. In its first years of operation the SACN developed knowledge products and added value through its input to processes, which address governance challenges at a local level and identified opportunities for city growth and development.

In 2009, the SACN conducted a mid-term review to review and assess itself against its initial and evolving mandate. The feedback from the process was considered critical to understanding the role that SACN should play in the local, national, continental, and global space while still being true to its core mandate. The Review identified the following strategic challenges:

- *Tangible impact*: SACN must look at how it optimises and measures the impact of its work on a practical level in municipalities.
- *Lobbying/representation*: While there is a growing expectation by member cities that SACN plays a lobbying role on their behalf; this role should in fact be played by SALGA.
- *Reach*: There is increasing expectation that SACN's contribution should geographically extend beyond only the borders of the nine largest SA cities.

In 2011, the SACN commissioned a formative evaluation as a basis for improving the efficiency and thereby the effectiveness of the SACN in the commencing strategic period.

This evaluation identified a number of recommendations for improvement including:

- Improving performance through greater focus and evaluation
- Improving oversight through ongoing measurement and monitoring of activities
- Increasing exposure of knowledge products by making them more demand-driven and employing a more deliberate communications strategy
- Finding ways to embody “knowledge in action” by positioning SACN as a demand-driven organisation providing solutions through collaborations, partnerships, and pilots
- Evaluate and explore how to extend the SoCR to incorporate support to member cities

SACN Performance

Quantitatively, the SACN's financial and result performance has been strong and continually improving as demonstrated in the following summaries:

SACN expenditure summary – in R'000 (2002/03 – 20010/11)

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	PROJEC- TION	ACTUALS TO DATE
									2010/11	
Operational costs (including salaries)	1,713	3,079	3,584	3,500	3,372	3,651	4,908	4,422	3,642	4,652
Percentage of total	63	50	58	42	40	34	29	34	22	21
Programme costs	1,023	3,131	2,617	4,910	4,985	7,176	12,290	8,549	13,047	17,980
Percentage of total	37	50	42	58	60	66	71	66	78	79
TOTAL EXPENSES	2,736	6,210	6,201	8,410	8,357	10,827	17,198	12,971	16,689	22,632

Summary of SACN's outputs delivered (2003/04 – 2010/11)

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	TOTAL
Number of learning events	6	17	21	26	29	37	57	48	241
Number of video records of events	-	-	1	9	3	3	-	1	17
Number of publications	2	4	7	5	5	15	8	3	49
Number of outputs	8	21	29	40	37	55	65	52	307

7 Strategic outcome oriented goals of the institution

Strategic Outcome Oriented Goal	South African cities are effective drivers of local and national development
Goal statement	To inform a 2016 <i>State of the Cities Report</i> which is able to reflect Cities' understanding of, preparedness and performance in playing their respective roles in driving local and national development.

The following results framework further expands the conceptual and programmatic approach to this strategic goal.

Indicative SACN results framework at 5-year strategic focus level

GOAL: The 2016 State of the Cities Report reports on South African cities as effective drivers of local and national development.

OUTCOME INDICATORS:

- Cities understand their respective developmental roles and strategies
- Cities are prepared, recognised and enabled to play their developmental roles
- Cities are improving and monitoring their performance in executing their development strategies and plans

SACN enables shared knowledge generation and learning platforms and partnerships between SACN, cities, and strategic partners which support the effective development and delivery of clear and effective city related policies & strategies; enabling frameworks, plans and systems; and monitoring and evaluation systems towards achieving the following:

Intermediate Result 1

Acting with a better understanding

Stakeholders are able to effectively plan, act and manage cities with increasing clarity, competence, and alignment.

Intermediate Result 2

Transforming the built environment function

Cities' spatial form and functioning are transformed to enable efficiency and effectiveness.

Intermediate Result 3

Dealing decisively with cities' vulnerabilities

Stakeholders are targeting and addressing specific key challenges to cities' performance.

Intermediate Result 4

Improving the image of Local Government

Stakeholders have an improved experience and perception of city governance and delivery.

Intermediate Result 5

Enhancing the impact of SACN's knowledge products

SACN is more effective in delivering and assessing its value to policymakers & practitioners.

Outcomes:

- a) Cities have credible **City Development Strategies** specifying their developmental roles and strategies
- b) There is national **urban development policy**
- c) There is a robust and efficient system for measuring and monitoring **city performance data and indicators**
- d) **Rural-urban inter-dependencies** are better understood and reflected in respective policy frameworks
- e) **Produce SoCR IV**

Outcomes:

- a) There are effective **spatial planning and land use management** strategies and systems for cities
- b) Cities have effective **Public Transport** systems enabling livelihoods and economic development
- c) Cities' **Human Settlements** are effectively planned and used to meet developmental objectives and enhance social cohesion.

Outcomes:

- a) Roleplayers understand and are improving city government **financing, financial performance & management**
- b) Cities are better managing and positively impacting on a **vulnerable natural resource base** (esp. water, energy, food)
- c) Adequate **human capacity** is being developed for effective delivery and management
- d) Socio-political stability is being enabled through increased **social accountability** by city governments.

Outcomes:

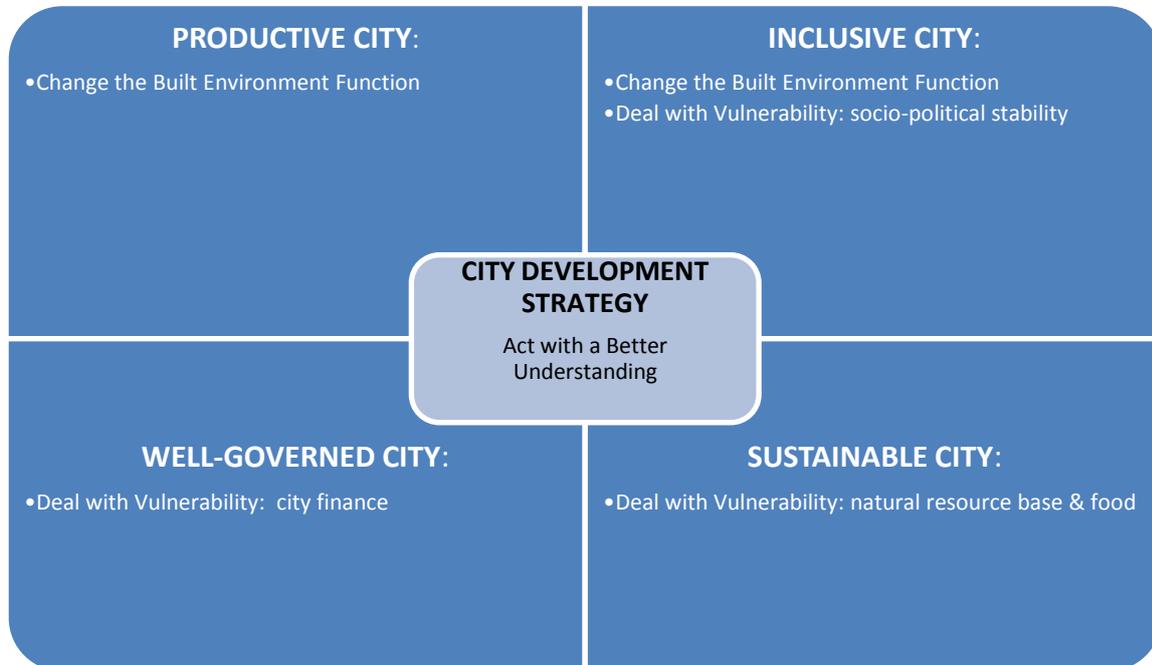
- a) City leaders are able to competently **champion and communicate city knowledge** enabled by SACN
- b) SACN is harnessing **leading experts and authorities** on urban development to advise and advocate for SA's cities.

Outcomes:

- a) SACN has the human, and financial **capacity to deliver** on its programmes and plans
- b) SACN has the monitoring and evaluation **capacity to report adequately** on its results and learning
- c) SACN is extending its reach through effective **dissemination and communication** of city knowledge to the key user communities.

Thematic alignment:

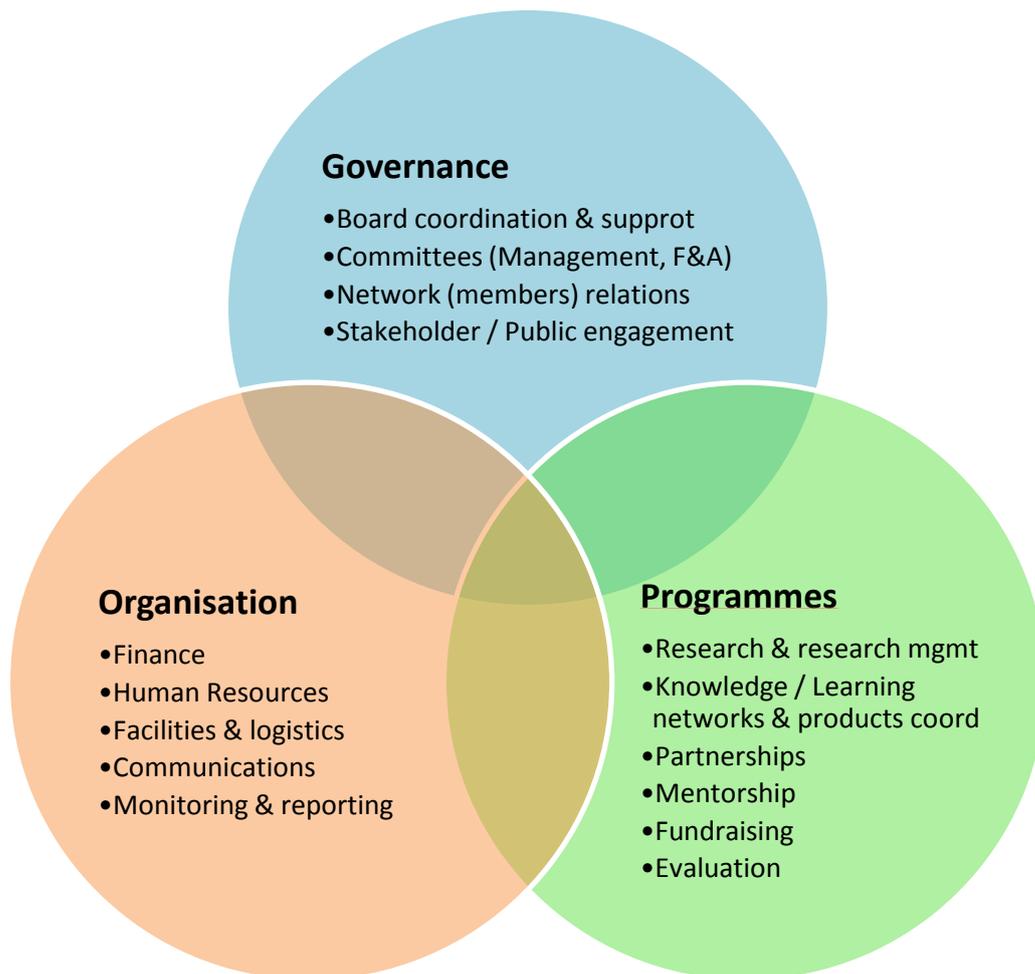
SACN will continue to use its thematic framing for its programmatic work:



The following section demonstrates how the strategic result / outcome areas relate to the SACN's form and function, which are envisaged to stay the same.

8 Summary of Strategic Objectives for period

The following sections outline the strategic objectives and outcomes for SACN in this strategic period (2011-2016). These are organised according to the following framework which reflects SACN's general structural organisation:



8.1 Programmatic Focus: Strategic Objectives 1-3

Strategic Objective 1	Act with a better understanding
Objective statement	Enable city stakeholders to effectively manage cities with increasing clarity, competence, and alignment by enhancing their supporting knowledge (policy, planning and data) infrastructure.
Outcome Indicators	a) Cities have credible City Development Strategies (CDS's) specifying their developmental roles and strategies
	b) South Africa has a national urban development policy <ul style="list-style-type: none"> • Cities have individually responded to national development plan(s) • National & provincial policies support CDS's (top-down and bottom-up alignment) • Multi-stakeholder reflection on development and policy outcomes on the futures of the cities
	c) There is a robust and efficient system for measuring and monitoring city performance data and indicators <ul style="list-style-type: none"> • Shared methodology for core city data collection, organization and analysis • Effective & efficient approach and capacity for measuring, monitoring and reporting of their performance indicators to support their policy, planning and management processes • Shared data platform and system for compiling and tracking accurate, sufficient and comparable SA urban data over time.
	d) Rural-urban inter-dependencies are better understood and reflected in respective policy frameworks <ul style="list-style-type: none"> • There is a better understanding of rural/urban interdependencies • Rural/urban linkages are engaged and leveraged in urban and rural development policies (local and national)
	e) State of the Cities Report IV is produced and reflects progress in relation to the CDS's
Baseline	State of SA Cities 2011 report

Strategic Objective 2	Transform the built environment function
Objective statement	Support transformation of the spatial form and functioning of cities to enable efficiency and effectiveness by enabling strategies and systems for spatial planning and land use, sustainable human settlements, and public transport.
Outcome Indicators	a) There are effective spatial planning and land use management strategies and systems for cities <ul style="list-style-type: none"> • Systems for measuring the effectiveness of land use systems in cities have been established • Cities are effectively engaging with SPLUM legislative reform process
	b) Cities have effective Public Transport systems enabling livelihoods and economic development <ul style="list-style-type: none"> •
	c) Cities' human settlements are effectively planned and used to meet developmental objectives and enhance social cohesion <ul style="list-style-type: none"> • Cities have clear human settlements visions, policies and plans, aligned with national level • Cities are meeting their Human Settlements Outcome delivery targets
Baseline	State of SA Cities 2011 report Sector studies

Strategic Objective 3	Deal decisively with cities' vulnerabilities
Objective statement	Support stakeholders in targeting and addressing specific key vulnerabilities facing cities, in particular around the issues of natural resources, municipal finances, human capacity, and socio-political stability
Outcome Indicators	<p>a) Roleplayers understand and are improving city government financial performance and management</p> <ul style="list-style-type: none"> • Cities understand their financial performance and how they can improve it • Cities have long-term and innovative view on their financial [management] systems
	<p>b) Cities are better managing and positively impacting on a vulnerable natural resource base (especially in relation to water, energy, food)</p> <ul style="list-style-type: none"> • Cities account for and make plans regarding the access and management of finite resources, esp. water, energy, food • Effective regulation of issues impacting quality of life & cost of living in cities • Mainstreaming of climate resilient development in all city plans
	<p>c) Adequate human capacity is being developed for effective delivery and management</p> <ul style="list-style-type: none"> • Cities understand what the human capacity requirements are for their effective governance • There is progressive improvement in establishing those capacities in cities
	<p>d) Socio-political stability is being enabled through increased social accountability by city governments</p> <ul style="list-style-type: none"> • Cities have effective frameworks for social accountability and monitoring • Citizens reflect increasing confidence in their city governments
Baseline	State of SA Cities 2011 report Sector studies

Resource considerations

Five-year Trends:				
Programme budget income / expenditure:	Strategic Objective	Focus Area	5yr investment	Totals
	1. Act with a Better Understanding	1.a. Credible CDS	25 000 000	R 49 340 000
		1.b. Rural-Urban Interface	3 000 000	
		1.c. Urban development policy	6 340 000	
		1.d. Urban Indicators	9 000 000	
		1.e. State of the Cities Report IV	6 000 000	
	2. Changing Built Environment Function	1.a. Spatial Planning and Land Use	8 100 000	R 16 400 000
		1.b. Public Transport	4 300 000	
		1c. Sustainable human settlements	4 000 000	
	3. Dealing with Vulnerability	1.a. City finances	10 000 000	R 40 500 000
		1.b. Natural resources	23 000 000	
		1.c. Human capacity	4 500 000	
		1.d. Socio-political stability	3 000 000	
	Staffing:			
	Key Inputs:			
Other factors:				

8.2 Governance Focus: Strategic Objective 4

Strategic Objective 4	Improve the image of Local Government
Objective statement	Stakeholders have an improved experience and perception of city governance and delivery
Outcome Indicators	<ul style="list-style-type: none"> a) City leaders are able to competently champion and communicate city knowledge enabled by SACN b) SACN is harnessing leading experts and authorities on urban development to advise and advocate for SA's cities through the establishment of an "Advisory Council for South African Cities"
Baseline	State of SA Cities 2011 report LGTAS NPC diagnostic

Resource considerations

Five-year Trends:				
Programme budget income / expenditure:	Strategic Objective	Focus Area	5yr investment	Totals
	4. Improve the image of Local Government	4.a. A Strong, activist Board	800 000	R 1 040 000
		4.b. A Strong advisory team	240 000	
Staffing:				
Key Inputs:				
Other factors:				

8.3 Organisational Focus: : Strategic Objective 5

Strategic Objective 5	Enhance the impact of SACN's knowledge products
Objective statement	SACN is more effective in delivering and assessing its value to policymakers & practitioners
Outcome Indicators	<ul style="list-style-type: none"> a) SACN has the human and financial capacity to deliver on its programmes and plans (a strengthened Secretariat) b) SACN has the monitoring and evaluation capacity to report adequately on its results (outcomes) and learning c) SACN is extending its reach through effective dissemination and communication of city knowledge to the key user communities
Baseline	Formative Evaluation Study (2011/12)

Resource considerations

Five-year Trends:				
Programme budget income / expenditure :	Strategic Objective	Focus Area	5yr investment	Totals
	5. Enhance the impact of SACN's knowledge products	3.1 Strengthen the Secretariat	4 650 000	R 6 825 000
		3.2 Implement Evaluation framework	1 750 000	
		3.3 Improve Communications function	425 000	
Staffing:				
Key Inputs:				
Other factors:				

8.4 Risk management

This section will identify key risks identified against this strategy and corresponding mitigation measures to be employed.

9 References

SA Cities Network Memorandum of Association (2002)

SA Cities Network (2011). State of South African Cities Report 2011.

Mid-Term Review of the Strategic Plan 2006-2011

Cooperative Governance & Traditional Affairs (2009). Local Government Turnaround Strategy.

Department of Provincial and Local Government (1998). White Paper on Local Government.

Department Performance Monitoring and Evaluation (May 2010). Outcomes Delivery Agreements.

National Planning Commission (November 2011). National Development Plan.

National Treasury (August 2011). Cities Support Programme Framework Document – Draft for Consultation.

10 Annexures

10.1 Policy Linkages – Detail

Policy Framework	Selected performance linkages	Champion
White paper on Local Government	<p>Four characteristics of developmental local government:</p> <ol style="list-style-type: none"> 1) Exercising municipal powers and functions in a manner which maximises their impact on social development and economic growth; 2) Playing an integrating and coordinating role to ensure alignment between public and private investment within the municipal area; 3) Democratising development; and 4) Building social capital through providing community leadership and vision, and seeking to empower marginalised and excluded groups within the community. 	dplg
Government-wide Performance Outcomes and Departmental Delivery Agreements:	<p>The 12 Outcomes:</p> <p>Outcome 1: Improved quality of basic education</p> <p>Outcome 2: A long and healthy life for all South Africans</p> <p>Outcome 3: All people in South Africa are and feel safe</p> <p>Outcome 4: Decent employment through inclusive growth</p> <p>Outcome 5: A skilled and capable workforce to support an inclusive growth path</p> <p>Outcome 6: An effective, competitive and responsive economic infrastructure network</p> <p>Outcome 7: Vibrant, equitable and sustainable rural communities and food security for all</p> <p>Outcome 8: Sustainable human settlement and improved quality of household life</p> <p>Outcome 9: A responsive, accountable, effective and efficient local government system</p> <p>Outcome 10: Environmental assets & natural resources protected & continually enhanced</p> <p>Outcome 11: Creating a better South Africa and contributing to a better and safer Africa in a better</p> <p>Outcome 12: An efficient, effective and development oriented public service and empowered, fair and inclusive citizenship</p> <hr/> <ul style="list-style-type: none"> • Outcome 9: Responsive, accountable, effective and efficient local government system <ol style="list-style-type: none"> 1) Implement a differentiated Approach to municipal finance, planning and support 2) Improve access to Basic Services 3) Implement the community work programme and cooperatives supported (LED) 4) Actions supportive of human settlement outcomes 5) Deepen democracy through a refined ward committee model 6) Improve municipal financial and administrative 	Department of Performance Monitoring and Evaluation

	<p style="text-align: center;">capability</p> <p>7) Single window of coordination</p> <ul style="list-style-type: none"> • Outcome 8: Sustainable human settlements and an improved quality of household life <ul style="list-style-type: none"> ○ Output 1: Upgrading 400 000 units of accommodation within informal settlements ○ Output 2: Improving access to basic services ○ Output 3: Facilitate the provision of 600 000 accommodation units within the gap market for people earning between R3 500 and R12 800 ○ Output 4: Mobilisation of well located public land for low income and affordable housing with increased densities on this land and in general • Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship <ul style="list-style-type: none"> ○ Output 1: Service delivery quality and access ○ Output 2: Human resource management and development ○ Output 3: Business processes, systems, decision rights and accountability management ○ Output 4: Tackling corruption in the public service 	
<p>Local Government Turnaround Strategy</p>	<p>10-point plan:</p> <ol style="list-style-type: none"> 11) Improving the quantity and quality of basic services for all people in terms of water, sanitation, electricity, waste management, roads and disaster management 12) Enhancing the municipal contribution to job creation and sustainable livelihoods through LEDs, and utilising cooperatives in every ward 13) Deepening democracy through a refined ward committee system that will be based on the will of the people 14) Ensuring that municipalities have and implement reliable and credible integrated development plans (IDPs) 15) Building and strengthening the administrative, institutional and financial capabilities of municipalities 16) Creating a single window of coordination, support, monitoring and intervention to deal with uncoordinated interaction by other spheres of government with municipalities, including unfunded mandates 17) Rooting out corruption, nepotism and maladministration in the system of local government 18) Developing a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system 19) Developing and strengthening a stable system of municipalities 20) Restoring the institutional integrity of municipalities. <p>COGTA related strategic objectives:</p> <ul style="list-style-type: none"> • Ensure that municipalities meet basic needs of communities • Build clean, responsive and accountable local government 	<p>Cooperative Governance & Traditional Affairs</p>

	<ul style="list-style-type: none"> • Improve functionality, performance and professionalism in municipalities • Improve national and provincial policy, support and oversight to local government • Strengthen partnerships between local government, communities and civil society 	
National Development Plan	<ol style="list-style-type: none"> 1) An economy that will create more jobs 2) Improving economic infrastructure 3) Transition to a low-carbon economy 4) Inclusive and integrated rural economy 5) Reversing the spatial effects of apartheid / Human settlements 6) Improving education, training and innovation 7) Providing quality healthcare for all 8) Social protection 9) Building safer communities 10) Building a capable state 11) Fighting corruption and enhancing accountability 12) Transforming society and uniting the nation 	National Planning Commission
New Growth Path	<ol style="list-style-type: none"> 1) Strengthening competition policy 2) Procurement reform to support local procurement 3) Reform of broad-based BEE to support employment creation and broad-based equity and ensure alignment across all economic sectors 4) Stepping up skills development, including through reform of the SETA system and the National Skills Development Strategy 5) African regional development 6) Tourism 7) Creation of employment through agriculture, agro-processing and rural development 8) Strategy for the green economy 9) Reducing cost drivers across the economy 10) Long-run perspective on mining development, including directions for infrastructure and skills 11) Youth employment 12) Spatial development within South Africa. 	Economic Development Department
City Support Programme	<ul style="list-style-type: none"> • Core City Capacity Support <ul style="list-style-type: none"> ○ Integrated strategic planning, financing, poverty-focus, anti-corruption • Human Settlements Support <ul style="list-style-type: none"> ○ Access to land and services • Public Transport Support <ul style="list-style-type: none"> ○ Mobility and urban efficiency • Climate Resilience and Sustainability Support <ul style="list-style-type: none"> ○ Resilient infrastructure and settlements 	National Treasury

10.2 Stakeholders Matrix

Stakeholder	Geographic Scope	Role	Methodology	Relationship with SACN
Municipal KM & learning programmes e.g. MILE (eThekweni) & JIKE (CoJ)	Sub-national: Municipality	Institutionalised KM & capacity support	Information gathering, Staff training	Support & coordinate through KMRG and programmes
SACN	Sub-national: Cities	Networked KM, Communities of practice	Research, Information gathering & dissemination, policy advice, reference groups	
SALGA	Sub-national: All Municipalities	Legislative mandate; Political voice of local government	Advocacy, policy advice, working committees, consultative commissions	Associate, partner, coordinate
National & Provincial Government departments engaging with LG e.g. DCoG, NT, DHS	National, sectoral	Constitutional & legislative mandates to oversee and coordinate government sectors & outcomes	Planning, financing, oversight, reporting	Partner, coordinate, collaborate
Government capacity support programmes & institutions E.g. Palama, TAU	National	Policy & departmental mandates; technical and capacity support	Training, technical assistance, planning, policy advice	Cooperate
Urban Research Institutes e.g. ACC, Wits CUBES, urban observatories	National, regional	Research agendas and knowledge repositories	Research, assessment	Collaborate, partner
Urban development NGOs, Think tanks, Advocacy groups, e.g. Idasa, Isandla, UrbanLandmark	National, regional	Independent issue-based groups	Research, advocacy, assessment	Collaborate, partner
UCLG, Metropolis	International, municipalities			Cooperate
National / multilateral development knowledge functions e.g. DBSA, WBI, Cities Alliance, OECD	Regional, international		Financing, technical cooperation, policy advice, advocacy, assessment	Collaborate, cooperate, partner