



South African

CitiesNetwork

QUARTER THREE NEWSLETTER | 2020 - 2021



THE SOUTH AFRICAN CITIES NETWORK

QUARTER THREE NEWSLETTER | 2020 - 2021



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EDITOR'S NOTE

Dear Stakeholder,

Welcome to our quarterly online stakeholder newsletter.

Since the 2018 edition of the SOCF, the economy has continued to perform poorly due to a myriad of challenges. This includes, but is not limited to, a decline in economic growth, persistently high levels of unemployment, struggling state-owned enterprises and electricity shocks. More recently, the global challenge prompted by Covid-19 and the subsequent lockdown levels, meant greater emphasis was placed on wide-spread public health, which has resulted in a 7.2% decrease in economic growth. This economic downturn means that cities are operating in a far more unstable and difficult environment and are also burdened with many additional responsibilities and costs because of the pandemic. These include increased sanitation, especially in communities, and access to water. Of course, these Covid-19 related needs must also be covered by the cities' fiscus putting further strain on an already stretched financial pocket.

The impact of COVID-19 has not only been felt at municipal institutions only, but we have also felt it personally in our households with family and relatives. I would like to reiterate here, that we need to keep being vigilant and continue to really support each other during these times. This quarter we launched the bi-annual State of Cities Finances 2020 report where we unpack how it is that cities can be supported during this period to remain financially sustainable. At the time when COVID-19 landed on our shores, cities as well as the entire country was already facing huge financial strains. COVID-19 was one of many waves that hit local government but there was also an existential wave prior to this pandemic. The impact of climate change on cities has perhaps been undermined and I dare say that our continued undermining of the impact of climate change on the sustainability of municipal institutions, will expose us to many other risks. Leadership in the fraternity of local government and broadly speaking of the public sector, will need to be careful about the impact of climate change on municipalities. Even if we were to recover successfully from the negative impacts of COVID-19, we must not underestimate the impact of climate change.

In this edition of our newsletter, we showcase some of the key SACN activities of this last quarter. These include the BEITT Rules of The Game Report launch. Under our Inclusive Cities programme, we look at the Urban Safety Reference Group (USRG) completion of a mini how-to-guide on community engagement for safety & the biennial Young Planners

EDITOR'S NOTE



and Designers competition. The Productive Cities Programme highlights the 54th EPWP Reference Group Engagement alongside the National Department of Public Works & Infrastructure. The Sustainable Cities Programme shines light on Water Month, by participating in National Water Week around the theme of Valuing Water and highlighting eThekweni Municipality's Transformative River Management Programme (TRMP). We also look at the launch of one of our flagship publications The State of City Finances Report 2020 by the Well-Governed Cities Programme. In our City Focus we look at the Nelson Mandela Bay Municipality's "Clean the City in One Day campaign". We also included a special feature on Localising the New Urban Agenda and update you on the upcoming events in the next quarter.

We hope you will enjoy this latest edition of our quarterly online stakeholder newsletter.

Thank you for being our loyal reader.

Best Wishes,

Sithole Mbanga
CEO





CHAIRPERSON'S NOTE

Launch of State of City Finances Report

By Xola Pakati

On the 2nd of March 2021 we launched, with great success, the State of City Finances 2020 Report which is a flagship publication of the SACN. SACN conducts research on the state of the finances of South Africa's metropolitan municipalities to determine their general wellbeing and assess their ability to deliver on developmental mandates.

The State of City Finances Report was first produced in 2007 and has been published biennially since 2011. The most recent report was published in October 2018. The 2020 report examines the financial performance of cities over time, including the effects of Covid-19 on city finances, looks at the affordability of municipal bills, and provides an analysis of the Local Government Equitable Share. It has been a tough year for the country, characterised by grief, anxiety and sorrow because of the Covid pandemic. Whilst Covid-19 has greatly affected human life, its economic devastation has been catastrophic, and felt keenly in our cities.

The impact of Covid-19 on city finances is three-fold:

- Reduced revenue from property rates and service charges as a consequence of reduced economic activity during lockdown, the closure of businesses and depressed property markets.
- Higher city expenditures, primarily on emergency water supplies, protective equipment, sanitation of public transport facilities, and food and shelter for the homeless.
- Increased non-payment for services, as household incomes are reduced.

Although the increased expenditures are likely to be temporary, lasting only for the duration of the pandemic, the revenue and payment impacts may persist, depending on how rapidly and extensively the economy recovers post-Covid-19.

Cities need to have solid post-Covid-19 economic recovery plans which are anchored on infrastructure as a key stimulus for growth. The reality is that infrastructure development requires the availability, correct deployment, and good management of finances. Cities should therefore busy themselves with implementing well-designed and balanced financial strategies that are anchored on ensuring a stable and healthy revenue collection whilst leveraging finances and assets for further development.

Such strategies should be carefully balanced, ensuring that there is sustainability of city finances whilst ensuring that ratepayers are not overstretched. Improving the collection rate and reducing the debtors' book should be the preoccupation of municipalities. There

CHAIRPERSON'S NOTE

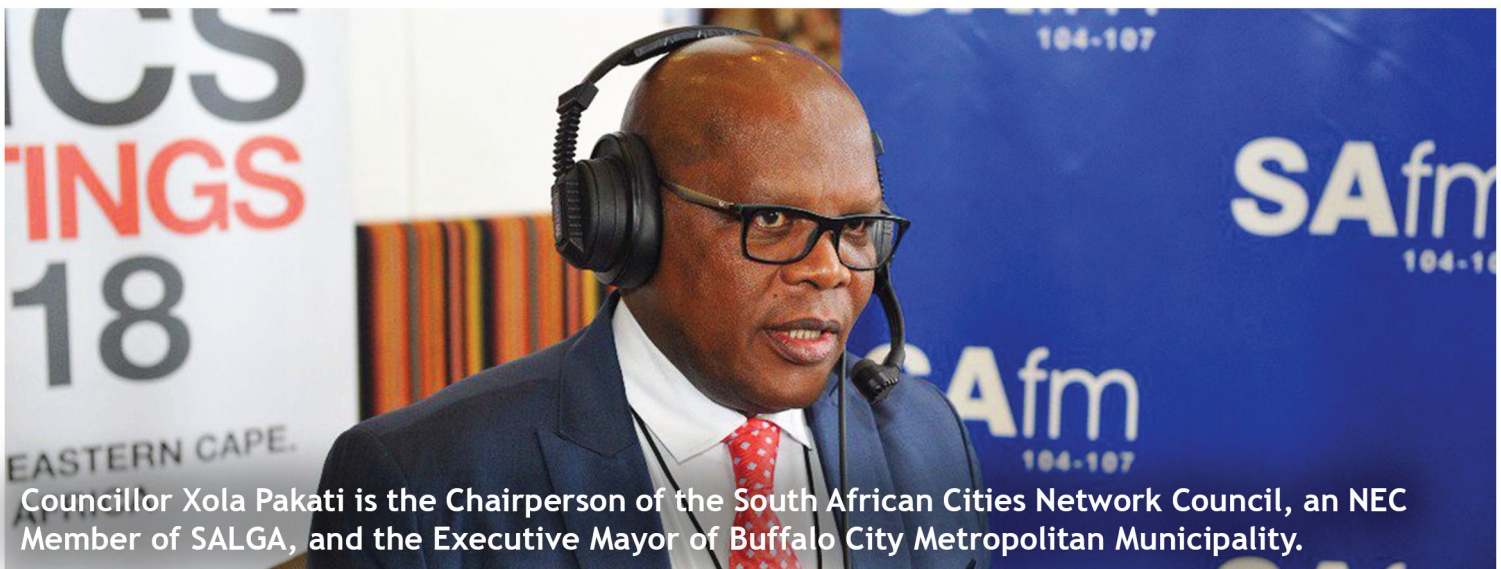
Launch of State of City Finances Report



also needs to be clear expenditure management and control, more particularly because there was less expenditure on infrastructure during the high levels of the Covid-19 lockdown. This should not be expenditure for its own sake, but it should be correctly allocated to priority projects that will have a catalytic impact on the economic recovery of the respective cities. The temptation to reprioritise and adjust budgets in favour of quick wins that do not have a long-term impact should be avoided.

Another key element of a post-Covid city financial strategy should be adequate monitoring and control. In an environment where city finances are negatively affected by several factors, there is a need for their protection from corruption and looting. Sound financial and administrative management is not an option but a prerequisite for the successful running of cities in this era and beyond. This is therefore an important time for us to improve city institutional capacities, establish controls, and inculcate a culture of selfless service and professionalism in our cities.

There is no doubt that the effective implementation of all development projects in cities rely on the leadership, systems and processes of the institutions having sufficient credibility to garner the confidence of the public. City finances are under a lot of strain; let us use them correctly and make the best with what we have for the benefit of residents. Finally, we are pleading with all residents and city stakeholders to be extra vigilant against Covid-19. The anguish and sorrow we have felt over the past few months should not be repeated. We need the support of each of us in this period of rebuilding our cities and our country.



Councillor Xola Pakati is the Chairperson of the South African Cities Network Council, an NEC Member of SALGA, and the Executive Mayor of Buffalo City Metropolitan Municipality.

BUILT ENVIRONMENT

Rules of the Game

The key focus of this research is to determine the impact of current performance management systems on what actually gets done in a city. Investigating this required the documentation of both formal and informal performance management systems, as well as how they actually unfold in practice. A team from the Public Affairs Research Institute, led by Dr Tracy Ledger, was contracted to carry out the research process. Interviews with built environment practitioners and human resources, supply chain management and audit managers from five South African cities were held in order to understand, document and assess the current performance management system from multiple perspectives.

A research report has now been developed that includes the findings from the interviews as well as a review of contemporary global practices in performance management for spatial transformation. Virtual workshops were held with city practitioners and senior managers, as well as stakeholders from academia and government, to present the research outcomes and develop solutions and recommendations for cities. The report has highlighted the many contradictions and shortcomings of the current municipal performance management system and demonstrates how targets get abstracted and manipulated away from the transformative long-term goals of spatial transformation, to instead reflect often banal, administrative targets.

The Built Environment programme initiated the Rules of the Game project in 2019 to document and make sense of the rules (written and unwritten) related to leadership and decision-making, reporting and performance management that currently inform built environment practices.

We wanted to understand how these rules shape the behaviour and practice of city practitioners, and propose the changes needed for institutions to be able to prioritise transformative development in the built environment.



The report was officially launched in February 2021 with key stakeholders and those involved in the process. It is now publicly available at: <https://bit.ly/3ugUGdZ>



A three-minute animation video was produced, to package the key findings in an accessible and succinct way to be shared with stakeholders: <https://bit.ly/39BhPjs>

BUILT ENVIRONMENT

Early Childhood Development Work through the Built Environment Integration Task Team (BEITT)



We also published an opinion piece on various news platforms which argues that compliance culture driven by the institution's rules is hampering spatial transformation: <https://bit.ly/39zZbZj>.

A challenging area of work and a concern for municipal practitioners that has recently emerged is Early Childhood Development (ECD) and the role of municipalities in supporting this crucial area. The main tension is that the mandate of education lies with provincial government, yet approvals for ECD centres, spatial transformation and community development lie within the remit of municipalities. The BEITT hosted an engagement in January with other organisations working in ECD and trying to improve coordination to improve the life chances of children in cities. These organisations include the Nelson Mandela Foundation, Project Preparation Trust, Nelson Mandela Bay Municipality, SALGA and DSD.



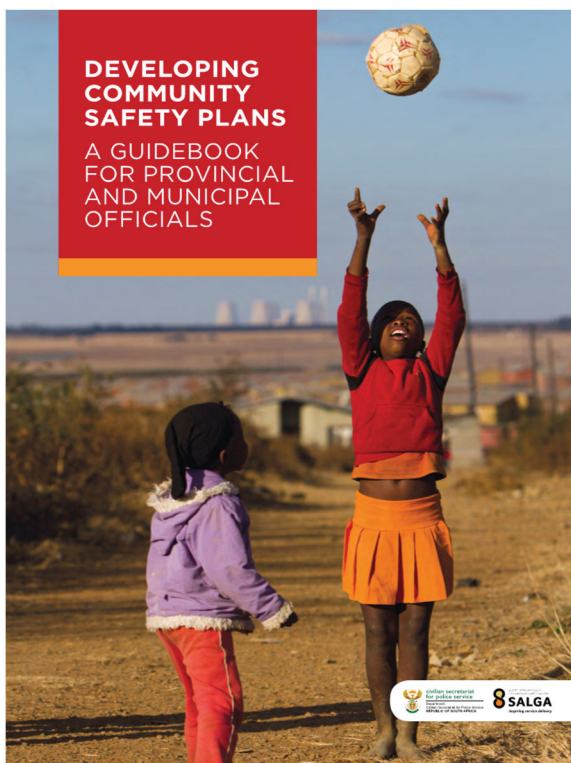
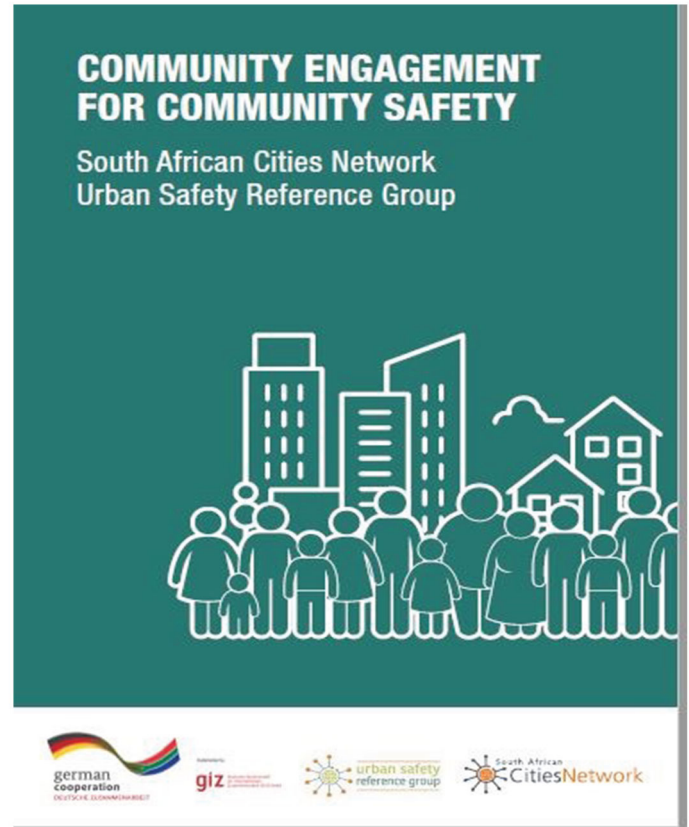
This event aimed at bringing the core issues of ECD delivery to the forefront, promote learning between stakeholders with the long-term goal of developing a collaborative, intergovernmental approach to the delivery of quality child development facilities in cities. The event demonstrated that ECD is not just about education, but economics, while the health and safety aspect is equally important. Moreover, informality (as it relates to the economy and human settlements) plays a crucial role in creating jobs for women and can be an important sector for advancing economic and spatial transformation. In the session, creative ideas were offered on how ECD development can be approached, with follow-up engagements being organised to continue to bring all of government on board to address this cross-sectoral development challenge.

INCLUSIVE CITIES

Inclusion and Wellbeing Programme

The Urban Safety Reference Group (USRG) engaged in several activities to expand knowledge and capacity on important themes, relevant to making South African cities safe and inclusive.

The USRG completed the development of a mini how-to guide on community engagements for safety, which it looks forward to piloting in member cities. The Guide explores institutional barriers to effective community participation and inclusion. It engages with the world of practitioners, providing practical tips on how to conduct meaningful, successful community engagements. This practice guide will also be the USRG's contribution to the World Forum on Cities and Territories of Peace, in terms of sharing experiences, good practices and insights from Southern Africa.



Secondly, the USRG also engaged quite deeply on the theme of safety planning at the metropolitan level. While a Guidebook on Municipal Safety Planning exists, it does not address the metropolitan context. This influenced the USRG to develop a chapter to fill this important gap.

The chapter considers metro-specific aspects like global and national urban policy tasking cities with a developmental role, key areas of delineation, the human settlements functions of cities and their role in safety promotion, the role of metro police units and so on. The chapter, which is a contribution to an updated Guidebook, makes the case for why its necessary for metros to take a differentiated approach to safety planning. This thematic work happens alongside regular engagement on key themes such

INCLUSIVE CITIES

Inclusion and Wellbeing Programme

as the further embedding of urban safety as a strategic objective, garnering political championship of the issue and its mainstreaming across the system. To that end and among other interventions, the USRG is consolidating a cross-university platform to aid in sustaining safety advocacy and knowledge generation in South Africa.

In 2019/20 the Inclusion and Wellbeing programme hosted the biennial Young Planners and Designers Competition, inviting submissions from young scholars and professionals in urban planning, design and other disciplines in the development space to share their visions and ideas for achieving more inclusive cities.

The competition is one of SACN's various contributions to amplifying the voice of the youth and improving the quality of youth participation in shaping the cities and governments of the future. In Q3 these entries were packaged into a digital product offering a dash through the contributions and insights of young urbanists. Submissions ranged from those challenging the continued apartheid-esque management of public spaces to urging for modern, adaptable townships that support informal livelihood strategies through inclusive spatial design and technology.



Others shared creative approaches to enhancing civic engagement, while some critiqued planning systems and institutional cultures that are inherently elitist, development that is resource intensive and perpetuates gatekeeping around the direction of development and its beneficiaries. Entries also made a very compelling case for decolonised architecture as a means to create inclusive cities and shared belonging that reflects all South African cultures. The programme looks forward to launching this work in Q4!

PRODUCTIVE CITIES

The Expanded Public Works Programme

As the SACN embarked on its third reporting quarter, the country's ailing economy started recovering from the negative impacts of the pandemic. The last three months of 2020 saw South Africa's unemployment rate rising to 32.5% as per the Statistician General's revelations. Although positive growth was also recorded in the third and fourth quarters, this was not sufficient to offset the negative impacts of the relentless pandemic. More pressing issues of hunger, food insecurity, persistent electricity shortages, increasing public debt and budget deficits remain evident, and our cities are not immune to these challenges.

The SACN's third reporting quarter saw the productive cities programme taking off with the 54th EPWP Reference Group engagement alongside the National Department of Public Works and Infrastructure, where the participants met to discuss the successes and challenges with the flagship public employment programme in their respective cities. Generally, it emerged that metros are not performing to their full potential and the engagement has highlighted the need to engage cities at political and administrative levels to address the current performance on EPWP. As such, the EPWP considers expanding its scope in the fourth phase (2019-2024) to include non-participating departments and new programmes to ensure mainstreaming of the programme.

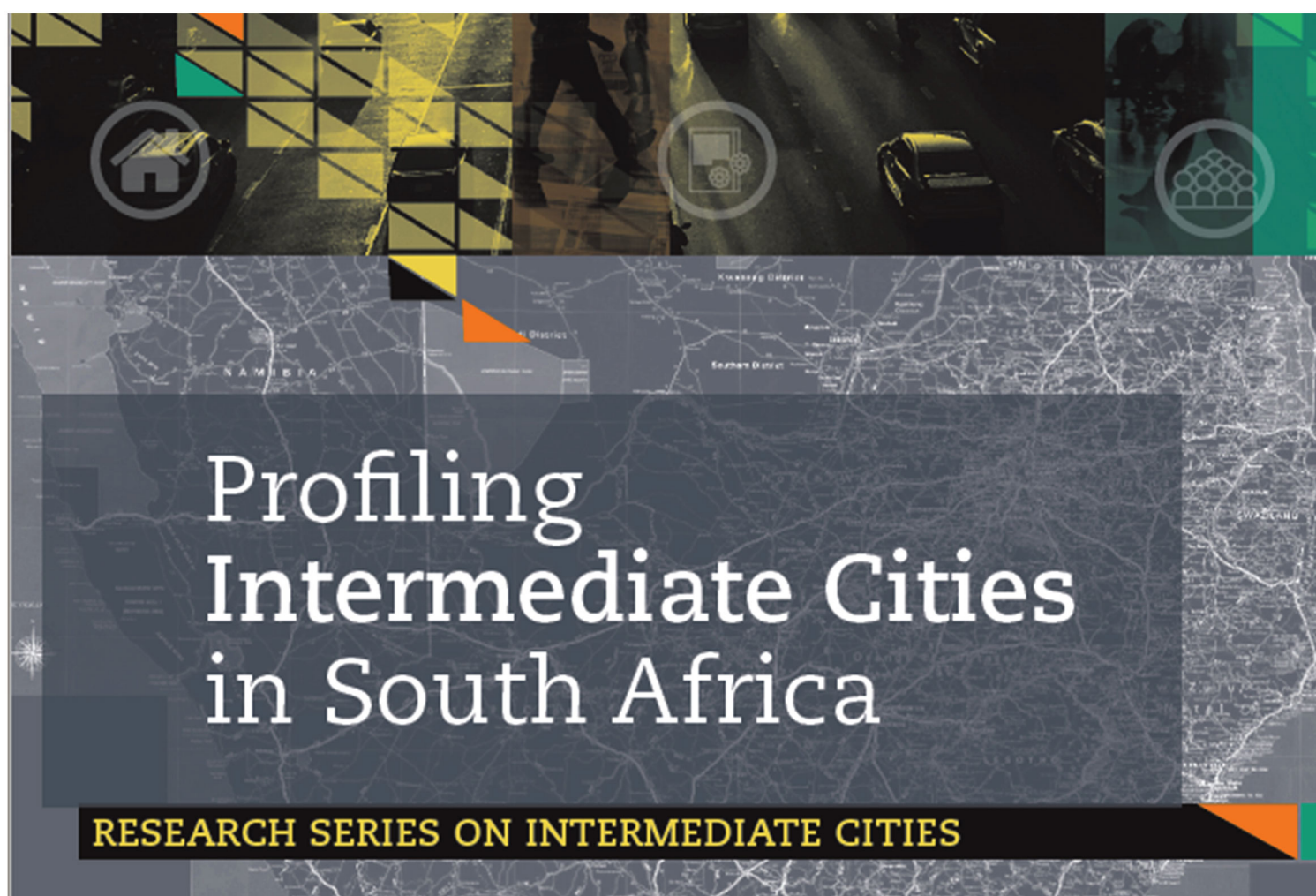


PRODUCTIVE CITIES

The State of Intermediate City Municipalities in South Africa.

The last newsletter has probably built anticipation around the state of Intermediate Cities work undertaken by SACN. It is therefore noteworthy that the Profiling Intermediate Cities in South Africa Report has reached completion and was launched on March 30th 2021. This research series on intermediate cities builds on the work first published in 2012.

The number of municipalities identified as Intermediate City Municipalities (ICMs) have since increased from 21 to 39, with several profiling categories for classification. As a framework of analysis, the current report strategically utilises population growth and densities, economic and development profiles, municipal finance, housing and infrastructure to analyse the economic roles, function, and vulnerabilities of the ICMs under consideration. Also featured in the report are the three case studies of Newcastle, Matjhabeng and Emalahleni. Emerging from this is the apparent reliance on single and unsustainable sources of the economy and the need to diversify the economies of ICMs.





SUSTAINABLE CITIES

Water Month #ValuingWater

World Water Day is held annually on 22 March as a means of focusing attention on the importance of fresh water and advocating for the sustainable management of freshwater resources. This year's theme is Valuing Water as there are calls globally to bring systemic change in the way water is valued in policy, practice, finance and behaviour.

Water means different things to different people and valuing it means recognising its multiple benefits across the economic, social, ecological, cultural and spiritual dimensions. That is why we need to properly value it and safeguard it effectively for everyone, for generations to come.



Our freshwater systems are facing a growing crisis compounded by extreme events, droughts and floods. Demands are growing from a rising and urbanising population. Our freshwater supply relies on wetlands and healthy ecosystems which are continually being threatened by overuse, pollution and climate change and this in turn impacts human health, food security, energy supplies, sustaining cities and the environment.

SUSTAINABLE CITIES

Water Month #ValuingWater



Valuing water can make the cost of waste, pollution and the impacts of climate change more apparent and promote greater efficiency and better practices.

As part of valuing water and addressing the escalating costs of waste, pollution and the impacts of climate change on its river systems, the eThekweni Municipality, supported by the C40 City Finance Facility (CFF), is developing a business case for investment in a transformative, city-wide urban river management programme.

The city has 18 major river systems, some of which extend far inland of the city boundary. Over the past 30 years, deteriorating river water quality and more frequent flooding have caused escalating costs to the city, businesses and citizens. The Transformative River Management Programme (TRMP) aims to adapt the 7400 km of streams and rivers in the city to flooding, drought and higher temperatures that can be expected from climate change.





SUSTAINABLE CITIES

Water Month #ValuingWater

The TRMP is nested in the Durban Climate Change Strategy and its Climate Action Plan. It builds on the city's considerable experience with ecosystem-based adaptation and its commitment to increase the resilience of eThekweni Municipality's most vulnerable communities.

The project aims to:

- Build a compelling Business Case (based on cost-benefit analysis) for transforming some 7400km of riverine corridors.
- Help the city become resilient to climate change.
- Ensure that riverine corridors are valuable places which are clean, safe, healthy, useful and allow for the creation of pleasant green open spaces.
- Enable the city to close the loops with recycling from waste collected along the riverine corridors.
- Create jobs and build the green economy.
- Build communities, social capital and enhance human health and wellbeing.
- Work in partnership with all affected stakeholders, bringing a whole-of-society approach to the programme, which is espoused by the Integrated Urban Development Framework (IUDF).
- Impact positively on the city as a whole.



SUSTAINABLE CITIES

Water Month #ValuingWater



The TRMP builds on a range of transformative river management projects in Durban and KwaZulu-Natal, notably the 7-year-old Sihlancimvelo stream cleaning programme which is led by the eThekweni city department responsible for roads and stormwater maintenance. The transversal steering committee is composed of 11 other city departments, bearing testimony to the cross-cutting nature of climate action and sustainability.

The objective of the project is to remove litter, waste and invasive plant species from stream areas to reduce stormwater blockages and create employment for co-operatives formed by local residents, thereby building enterprises and creating jobs: a good example of what is called transformative adaptation. The project was started in 2012 and its implementation is ongoing. This model will be expanded to a broad range of river conditions, ecological infrastructure, land ownership and land use conditions to anchor the green economy and develop the social and economic capital of the city. This will provide a scalable and replicable model for how cities across the country and the world can manage and maintain their waterways while maximising socio-economic benefits.





SUSTAINABLE CITIES

Water Month #ValuingWater

As part of sharing knowledge and lessons on the TRMP, eThekweni will implement a knowledge-sharing exchange with the several municipalities that are part of the Central KZN Climate Change Compact, as well as participating cities of the SACN and the wider global community of climate stakeholders.

This programme is an excellent example of ecosystem-based adaptation that supports communities to reduce their vulnerability and to adapt to life in a less predictable climate system. It is also a great example of how changing the way water is valued can bring about systemic change in policy, practice, finance and behaviour.

References:

C40 Cities Finance Facility (2019). Transformative riverine management projects in Durban: background and structuring.



<https://bit.ly/2QMNmbF>

<https://bit.ly/3cIT3QG>

WELL GOVERNED CITIES

The Launch of the State of City Finances 2020

The State of City Finances 2020 was launched with a Zoom Webinar on Tuesday 2 March 2021. Programme Director and SACN CEO Sithole Mbanga opened the proceedings saying that this is the first of a series of events marking the launch of the SACN State of Cities Report. Opening remarks were made by the Executive Mayor of Buffalo City Metropolitan Municipality and SACN Council Chair Cllr Xola Pakati.

The State of City Finances Report is one of the flagship publications of the South African Cities Network (SACN). As with previous editions (in 2011, 2013, 2015 and 2018), this fifth State of City Finances Report examines the finances of nine cities in South Africa: Johannesburg, Cape Town, eThekweni, Ekurhuleni, Tshwane, Nelson Mandela Bay, Buffalo City, Mangaung and Msunduzi. Unlike previous editions, this State of City Finances Report has no over-riding theme, but its findings confirm that the challenges facing cities remain the same.

Cities are finding it increasingly difficult to raise sufficient revenue to cover their mandates, mainly as a result of structural issues within the local government fiscal framework (LGFF) and the deteriorating macro-economic environment in which they operate - both matters over which cities have little control. Of course, cities could always improve their fiscal effort and expenditure efficiencies, but the fiscal space open to them has shrunk.

LAUNCH

**STATE OF
CITY FINANCES
2020**



**FEATURING
REPORT
AUTHORS:**


NOXOLO MAHLELELA
PDG: CONSULTANT


KIM WALSH
PDG: MANAGING DIRECTOR

DATE: 2 MAR 2021 | TIME: 9AM-11AM | VENUE: ZOOM WEBINAR

WELL GOVERNED CITIES

The Launch of the State of City Finances 2020

The population of low-income groups continues to grow as urbanisation brings people to cities in search of jobs, which remain elusive due to the slow and decreasing rates of economic growth. Reduced margins on electricity and water sales, as a result of both rising unemployment and stagnating household incomes, and above-inflation increases in the cost of bulk purchases mean that cities are less able to cross-subsidise the provision of basic services for lower income residents.

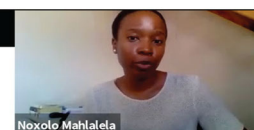
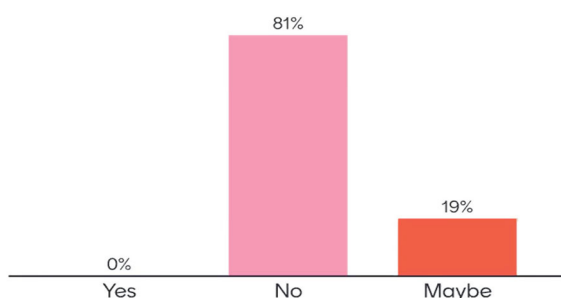
Faced with a shrinking fiscal space, cities have used the Local Government Equitable Share (LGES) to cover some of their expenditure obligations, a decision which is at odds with the original purpose of the LGES as envisaged in the 1998 Local Government White Paper.

In shining a light on how cities attempt to fund and meet their mandates, this report raises important questions about the LGFF within which cities operate and their ability to meet as yet unrealised societal goals. The report examines the financial performance of cities over time, including the effects of Covid-19 on city finances; looks at the affordability of municipal bills; and provides an analysis of the LGES.

The vote of thanks at the end of the well-attended event was given by SACN Board Chair Yolisa Kani.

Go to www.menti.com and use the code 55 11 81 9

Do you think the metro municipalities have the financial resources to deal with urbanisation and other challenges they face?



Mentimeter

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SPECIAL FEATURE

New Urban Agenda

In short, it is:¹ an urbanization action blueprint for UN-Habitat and our partners in government, the UN, civil society, communities, the private sector, professionals, the scientific and academic community, in support of the 2030 Agenda on Sustainable Development; especially SDG 11 - making cities inclusive, safe, resilient and sustainable.

In 2007, for the first time in history, more people lived in urban areas than in rural areas (UN, 2014). Urbanisation - the movement of people into cities - is one of the most significant megatrends of the 21st century, making cities the locus of most of the world's development challenges now and in the future.

In the Global South, rapid urbanisation is happening regardless of whether the nations and cities are prepared to meet the demands of their growing populations. By 2050, African cities will be home to 2.5 billion people (60% of the population), double the number in 2015 of approximately 1.23 billion people (DCOG, 2016: 11).

In 2016, member states of the United Nations (UN) adopted the New Urban Agenda (NUA), the outcome document agreed upon at the Third UN Conference on Housing and Sustainable Urbanisation (Habitat III) in Quito, Ecuador. The NUA is a framework to guide efforts to plan and manage cities in a way that best promotes sustainable urbanisation.

Based on a shared vision of “cities for all”, the NUA is a global commitment to sustainable urban development at all levels (global, regional, national, subnational and local), and encourages UN-Habitat and other relevant agencies and roleplayers “to generate evidence-based and practical guidance for the implementation of the New Urban Agenda and the urban dimension of the Sustainable Development Goals in close collaboration with Member States, local authorities, major groups and other relevant stakeholders, as well as through the mobilization of experts”. (UN-Habitat, 2016: 33)

South Africa, where over 60% of the population already live in urban areas, has had an evolving national policy dialogue on urbanisation. This was clearly recognised in the National Development Plan (NDP) 2030 (NPC, 2011) and embodied in the Integrated Urban Development Framework (IUDF), which is South Africa's urban policy (DCOG, 2016). The IUDF articulates how South Africa will transform urban areas to overcome both historical and prevailing challenges, while working together to ensure more integrated, sustainable and equitable human settlements, as envisaged in the NDP's vision.

SPECIAL FEATURE

New Urban Agenda

As South Africa's national urban policy, the IUDF needs to be contextualised within the NUA, through interpreting and localising the NUA directives - in other words, aligning South African urban policy and practice with the NUA priorities. This report outlines the crafting and realising of a NUA localisation framework for South Africa, through the progressive implementation of the IUDF. An overview of the NUA and IUDF policy context and documents is followed by a description of South Africa's design approach and the analysis undertaken, culminating in South Africa's draft localisation framework for the NUA.

Several consultations with urban and human settlements roleplayers laid the groundwork for the development of this framework, in particular discussions that took place during the Human Settlements Summit in Ekurhuleni in August 2017 and the follow-up engagement in Durban during World Cities Day in October 2017.



<https://bit.ly/3wO66YT>



Localising the
New Urban Agenda

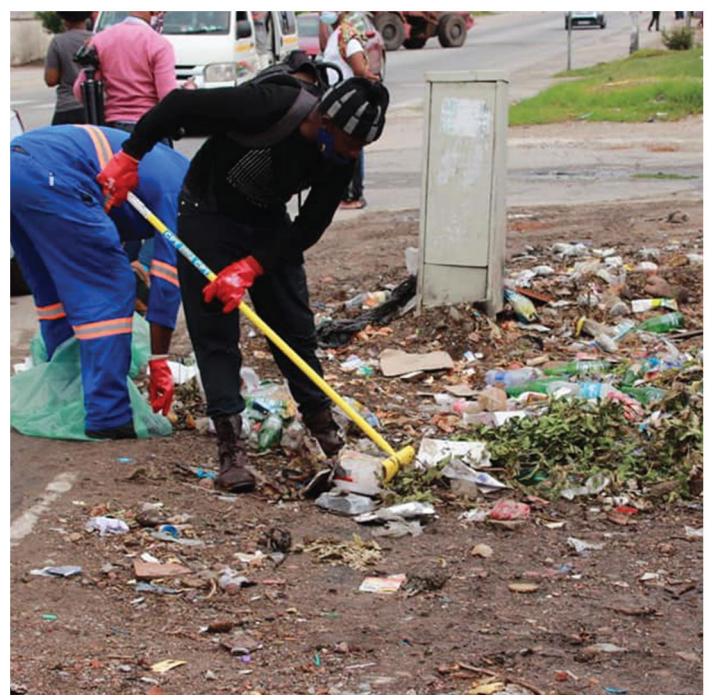
CITY FOCUS

Clean the city in one day campaign gains momentum

Nelson Mandela Bay Municipality Portfolio Head for Public Health, Cllr Lance Grootboom, has challenged the city's 1.3 million residents to take part in a massive clean-up campaign where all residents were challenged to work with the city to “clean the city in one day” on 22 March 2021.

This campaign named “Can a City be Cleaned in One Day?” comes as the city continues to educate residents about illegal dumping and encourage behavioural change. On Human Rights Day, the city encouraged all residents to pick up their tools and help clean the city. Inconsistent refuse collection has, in the past, been identified as one of the reasons for illegal dumping, especially in townships. The city has since updated the refuse schedule and urged residents without refuse bags to inform their ward councillors.

Cities have an important contribution to make in the prospects of sustainability of the planet. They are centres of activity and recreation; however, the rising litter pollution in cities has massive negative impacts on tourism and business, as well as a negative social impact on the cities' inhabitants who witness this scourge on their doorstep every day. This type of problem is hard to reverse as morale is destroyed and people stop taking responsibility for the area by often passing it off as someone else's problem. Investors are attracted to invest in a city that has good systems in place and where the environment is clean, argues MMC Grootboom. He also believes residents need to take ownership of their spaces and encourage other residents to take part in clean-up campaigns.



CITY FOCUS

Clean the city in one day campaign gains momentum

Our cities are becoming smarter cities every day, but unless our cities are clean and litter free, we are going to face massive problems. It has become even more important to keep the city clean now during this pandemic where good hygiene levels must be maintained in communities.

Residents were encouraged to take pictures of their clean-up deeds and share on social media and tag [#NMBLoveWhereYouLive](#) [#CleaningNMBTogether](#) to encourage other residents to take part



nelson mandela bay
M U N I C I P A L I T Y

PUBLICATIONS LAUNCHED & UPCOMING EVENTS



RULES of the GAME

a practitioner-centric review of the
municipal performance management
system in five South African cities



The Rules of the Game Report - launched - [click here](#)



PUBLICATIONS LAUNCHED & UPCOMING EVENTS

City Diplomacy Papers: Volume 1



The City Diplomacy Paper Series Vol. 1 - launched - [click here](#)

PUBLICATIONS LAUNCHED & UPCOMING EVENTS



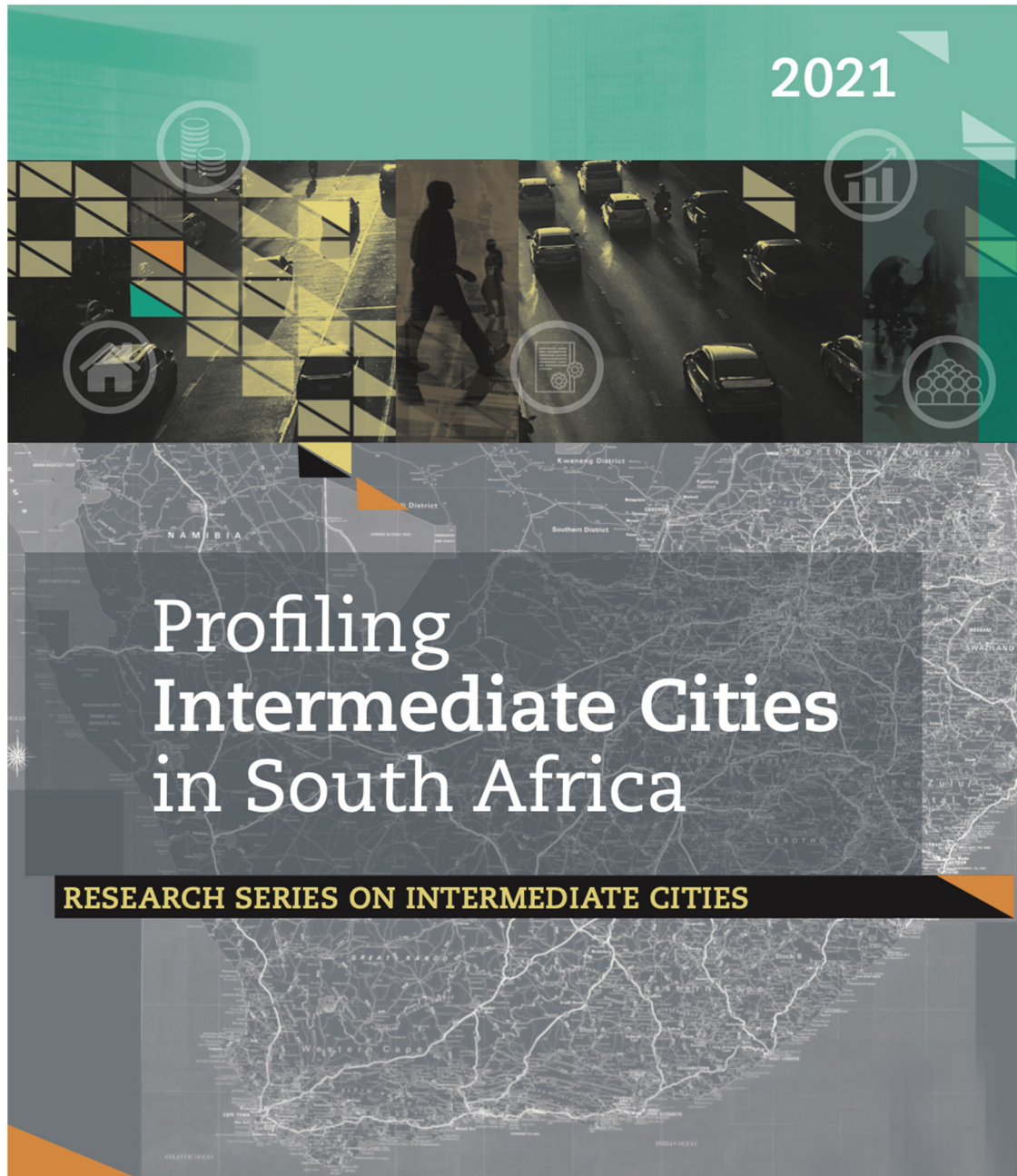
STATE OF CITY FINANCES 2020



The State of City Finances Report 2020 - launched - [click here](#)



PUBLICATIONS LAUNCHED & UPCOMING EVENTS



Profiling Intermediate Cities in South Africa Report 2021 - launched - [click here](#)

PUBLICATIONS LAUNCHED & UPCOMING EVENTS



- The BEITT Compendium Launch - to be launched in the fourth quarter
- Young Planners & Designers Digital Dash Magazine - to be launched in the fourth quarter
- The State of the Expanded Public Works Programme in SA Cities 2019/2020 Report - to be launched in the fourth quarter
- To view all media articles featuring SACN go to www.sacities.net/news-articles



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