



# South African CitiesNetwork

QUARTER THREE NEWSLETTER | 2021 - 2022



# THE SOUTH AFRICAN CITIES NETWORK

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**QUARTER THREE NEWSLETTER | 2021 - 2022**



# CONTENTS

<b>Editor's Note</b>	<b>1</b>
<b>Chairperson of the Council's Note</b>	<b>3</b>
<b>Inclusive Cities</b>	<b>5</b>
<b>Productive Cities</b>	<b>8</b>
<b>Sustainable &amp; Resilient Cities</b>	<b>10</b>
<b>Well-Governed Cities</b>	<b>15</b>
<b>City Focus</b>	<b>16</b>
<b>Team News &amp; Upcoming Events</b>	<b>19</b>







# EDITOR'S NOTE

*Dear Stakeholder,*

Welcome to our quarterly online stakeholder newsletter.

Over 67% of South Africa's total population resides in cities. Considering that just over 56% of the world population now lives in cities, one begins to appreciate how urbanisation is taking place in South Africa. With that number set to grow exponentially over the coming years, those leading our cities need to be at the forefront of driving impactful social change and promoting high-performing cities that are well-governed, productive, inclusive, resilient, and sustainable.

For South Africa to attain the vision of developmental local government, so well articulated in the 1998 White Paper, something must change. The COVID-19 health emergency has added to the levels of complexity facing cities. Yet, at the same time, the challenges facing cities offer an opportunity for improved collaboration and cooperation and for finding a different way of doing things.

SDG 11 acknowledges that the form and functioning of cities and towns contribute to unsustainable and unjust development conditions. It requires cities and towns to redirect their form and functioning towards safer, more inclusive, resilient, and sustainable ways of being. In South Africa, this connects with the need to overcome the severe spatial and socio-economic inequalities left by apartheid that frustrate the achievement of SDG 11's ideals in urban and rural areas.

The renewed emphasis on enhancing the developmental role of small towns is both urgent and exciting in helping transform South African cities. The significance of small towns, not only in the national space economy but also in their role in facilitating public life, is outlined in the Small-Town Regeneration (STR) Strategy. The strategy aims to revive, restore, and fulfil small towns' economic potential to move forward with the regeneration of SA. All of government must support the implementation of this strategy if we are to deal with spatial transformation decisively.

In this edition of our newsletter, we highlight some of the key activities across our programme. In the Inclusive Cities programme, we look at the Urban Safety Reference Group's



# EDITOR'S NOTE



latest policy brief as well as the latest Built Environment Task Team meeting. The Productive Cities Programme looks at the latest Expanded Public Works Programme (EPWP) Reference Group activity. Sustainable & Resilient Cities highlights Building Urban Water Resilience in Johannesburg and Gqeberha, Well-Governed Cities highlights its plans for an urban dialogue platform. Under our City Focus, we look at the recently launched City Communications Toolkit by the City Communicators' Reference Group. Lastly, we look at the latest Team News.

Best wishes,

Sithole Mbanga, SACN CEO

We hope you enjoy this latest edition of our quarterly online stakeholder newsletter. Thank you for being our loyal reader!





# CHAIRPERSON'S NOTE

## **SACN Q3 Online Newsletter: Remarks by Chairperson of Council, Cllr Xola Pakati**

Welcome to our third-quarter SACN online newsletter. This instalment of our quarterly publication happens in the aftermath of two noteworthy events, namely the State of the Nation (SONA) address by the President of the Republic as well as the Budget Speech by the Minister of Finance. It is therefore worth mentioning some key outcomes from these two events as they relate to the work we do as municipal practitioners and administrators.

In his SONA speech delivered on the 10th of February 2022, the President was unambiguous in his diagnosis of the situation in the country as being endemic of dire poverty levels and unemployment. To deal with this the President placed a strong emphasis on infrastructure development as a means of jumpstarting capital expenditure and by extension economic development. He mentioned that a total of R100 billion over the next 10 years has been committed to a dedicated Infrastructure Fund that will oversee and support infrastructure development projects across the spheres of government. This amounts to an R10 billion commitment annually for infrastructure which is not a sizeable amount given the extent of the underdeveloped and unmaintained infrastructure backlog that besets us.

In his budget speech, the Minister of Finance also announced an increase of R30 billion in the local government equitable share to bolster the efforts of the local government sphere and to expand the provision of free basic services including infrastructure roll-out. Although this amount represents a drop in ocean given the extent of unmet service delivery commitments at a local level. It also presents an opportunity for local government to exercise higher levels of financial prudence in every penny of its expenditure to ensure it maximises returns on its limited financial resources to benefit its citizenry.

To deal with this backlog and financial shortfall in infrastructure funding, the Minister of Finance also referred to the idea of leveraging other financial resources in the form of Public-Private Partnerships (PPPs) which the Minister of Finance referred to in his speech. According to the Minister of Finance, the Eastern Cape and Northern Cape have been identified as pilots for the implementation of the revised PPP framework which will be a direct interface with private financial institutions for investments in critical government infrastructure programmes. This will entail a blended financing model for critical infrastructure projects with private and public finance partners with the National Treasury acting to oversee the implementation process of these PPP agreements.



# CHAIRPERSON'S NOTE



implementation process of these PPP agreements. The revised PPP model also gives municipalities a chance to take advantage of raising finance for the much-needed renewable energy infrastructure projects through the Renewable Energy Independent Power Producer Procurement (REIPPP) Programme which is intended to procure more than R200 billion of renewable energy from independent power producers. Additional institutional mechanisms such as the Presidential Climate Commission could also be leveraged in these efforts by municipalities to secure project financing for their renewable energy infrastructure projects.

As we, therefore, conclude this current municipal financial year and as we plan for the upcoming one colleagues. It is critical for us as municipal administrators and practitioners to become ever-more entrepreneurial in how we plan and deploy our limited financial resources to achieve the most impact for our citizens. As we also enter this new era of multi-stakeholder infrastructure development as outlined in the revised PPPs framework, it is time for us to heed the call and put our intergovernmental and intersectoral relationships to good use in forging meaningful developmental partnerships that will assist us in alleviating the endemic levels of poverty and unemployment the president referred to in his SONA address.



**Councillor Xola Pakati is the Chairperson of the South African Cities Network Council, Deputy President of SALGA, and the Executive Mayor of Buffalo City Metropolitan Municipality.**



# INCLUSIVE CITIES

## Urban Safety and Built Environment

Within the quarter, the focus of The Urban Safety Reference Group (USRG) activities was on the aggregation of 2021 crime statistics to the city level, the wrap up of content development for its 2021 State of Urban Safety in SA Report; and the finalisation of two policy briefs on important themes for effective, transversal safety governance at a city level.

The USRG held learning events and content verification sessions in two thematic areas. Each would culminate in a knowledge product with key policy recommendations. On the topic of 'The Impact of Closed-Circuit Television (CCTV) in Violence and Crime Prevention Practice', an all-of-society audience (comprising city practitioners, national departments, civil society actors, and academia) considered the growing use of CCTV as a crime prevention tool and the cluster of assumptions that drive its prevalence.



The discussion interrogated the logic of overarching perceptions, whether those gel with objective evidence, how they influence safety and security strategies as well as their consequences (e.g. on integration and inclusion particularly of vulnerable groups like women in disadvantaged city spaces). The figure below encapsulates some of the factors that the discussion felt are important in how CCTV should be understood i.e. as one tool among others in an integrated approach to safety promotion and crime and violence prevention.

# INCLUSIVE CITIES

## Urban Safety and Built Environment

### The safety and security continuum

One of the key recommendations of the discussion and subsequent policy brief is that the same standards should apply to investment in CCTV cameras and systems as applied to other crime prevention interventions by cities. This means that strategies and investment decisions should be evidence-led.

The USRG followed a similar process in its learning and development of a policy brief looking at 'The Potential for Public Employment Programmes (EPWP) to Promote Community Safety.





# INCLUSIVE CITIES

Urban Safety and Built Environment

A poster for the BEITT Quarterly meeting. At the top left is the logo for the Built Environment Integration Task Team (BEITT), which consists of a stylized sun or gear icon with the text 'BUILT ENVIRONMENT INTEGRATION TASK TEAM' next to it. The main title 'BEITT QUARTERLY: SPOTLIGHT ON MANGAUNG' is prominently displayed in large, bold, white and yellow letters. Below the title, the subtitle 'GETTING BUILT ENVIRONMENT AND FINANCE TO DANCE TOGETHER' is written in smaller white text. The date and time 'WEDNESDAY 16 FEB 9AM - 12PM' and the platform 'VIA ZOOM' are listed below the subtitle. At the bottom, a paragraph of text describes the focus of the meeting: 'IN THIS BEITT QUARTERLY, WE WILL BE FOCUSING ON MANGAUNG METRO AND HEARING SOME OF THE ISSUES THAT THE CITY FACES WITH REGARD TO CO-ORDINATION BETWEEN PLANNING, DEVELOPMENT AND FINANCE. JOIN IN TO SHARE PRACTICE FROM YOUR CITY.' To the right of the text, there is an illustration of a spotlight shining down on two stylized figures, a man in a blue shirt and green pants, and a woman in a blue dress, who appear to be dancing or celebrating. The background of the poster is a light blue gradient.

## BEITT Spotlights Mangaung

Before the Built Environment Integration Task Team (BEITT) meetings went online as a result of Covid-19, each meeting would be hosted by a particular city. The meeting would take place in an interesting, relevant location within the host city, and BEITT members from across the country would travel to be there.

Since going online in 2020, the focus of each BEITT meeting has been thematic instead of city-specific. Thematic meetings are useful in that each city can relate to the theme differently, but they also lose the “deep dive” exploration into a specific city.

The last BEITT quarterly meeting held in mid-February saw a return to the city-specific format. Mangaung volunteered to step into the “spotlight” and shared with honesty and vulnerability the challenges they are facing, especially with regards to aligning built environment and finance functions.

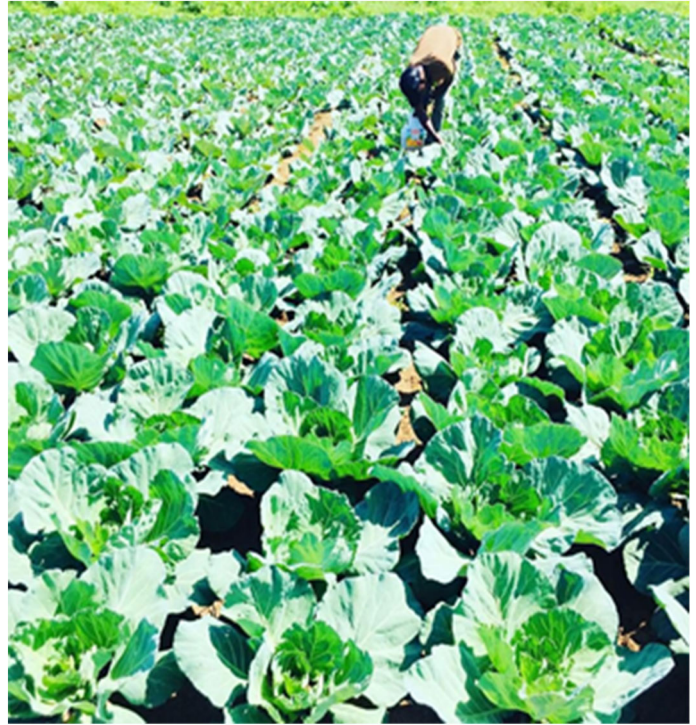
Colleagues from eThekweni, Joburg, and City Support Programme shared their reflections and experiences to support and guide the Mangaung colleagues. A presentation from DAG on Land Value Capture demonstrated the various tools available to cities that align financial demands with spatial transformation objectives. Going forward it was agreed that a city-specific focus for BEITT quarterlies should continue, while the monthly BEITT Learning Events can focus on a relevant theme.



# PRODUCTIVE CITIES

## The State of the EPWP in South African Cities

South Africa's growth domestic product (GDP), recorded its fourth-quarter growth of 1.2% in 2021, growing at 4.9% on average. Although this was an expansion of the economic growth, the economy was 1.4% smaller than before the Covid-19 pandemic. The shocks and stresses from the pandemic have been most felt in our cities, where the stagnant growth is also in part due to electricity cuts, protest action, and violence taking place in South African cities. In the absence of a clear national industrialisation path that the country needs, the situation in cities is further exacerbated by the pressure placed on cities by population growth that exceeds the requisite supply of jobs.



The Expanded Public Works Programme (EPWP) remains one of the initiatives within a broader government strategy aimed at reducing poverty through the reduction of unemployment. The central principle of the EPWP is to utilise labour-intensive methods to optimise job opportunities. But as we've witnessed, finance emerged as the biggest industry in terms of GDP contribution, followed by personal services. Some of the complementary sectors to the EPWP's objective (agriculture and construction) were the least contributing sectors to growth, despite the relative growth witnessed in the agricultural sector.

But what is possible for the South African economy to emerge from this crisis? Cities must be decisive about exploiting technologies that not only enable growth but also advance high-value sectors that will give impetus to economic growth. This involves amongst things growing the green industry sector that will offer solutions to the country's structural socio-economic problems and embracing "jobs of the future". Through rigorous skills development initiatives in areas such as agriculture, transport, and energy, the transition to greener economies can potentially provide a solution to the country's socio-economic problems, by integrating non-participants into the economy.

The jointly conceived and quarterly hosted SACN-EPWP Reference Group (RG) has noted the limited training offered to participants in green and digital industries, in view of the global race to decarbonise and digitise the economy. Training has thus far been exemplified by the

# PRODUCTIVE CITIES

## The State of the EPWP in South African Cities

cities of Cape Town and Ekurhuleni. The RG has also noted the importance of having sustainable, formal exit strategies in EPWP programmes across cities. The RG members comprise officials responsible for the implementation of EPWP projects in Tshwane, Mangaung, Ekurhuleni, City of Johannesburg, Msunduzi, Nelson Mandela Bay Metro, eThekweni, and Buffalo City. In response, the SACN is exploring the ways in which the EPWP could potentially be utilised to increase the number of vulnerable individuals accessing training and work opportunities in the digital and green economies, with a particular focus on women, youth, and persons with disabilities. Private sector partnerships are critical in creating opportunities for permanent employment for EPWP participants following their involvement in the programme.

Stats SA annual and quarterly estimates of the Gross Domestic Product (GDP).  
<http://www.statssa.gov.za/publications/P0441/P04414thQuarter2021.pdf>

In other platforms and engagements, the SACN will be convening a city peer-to-peer learning platform, targeting all stakeholders responsible for implementing public employment programmes. This is to leverage the valuable experience amongst stakeholders in the implementation of PEPs in their various localities and contexts across the country. The SACN-EPWP RG continues to serve as a forum for facilitating information and knowledge exchange and enhancing coordination between the cities and relevant national departments towards the successful implementation of EPWP in the cities. The quarterly reference group was held in March 2022.





# SUSTAINABLE & RESILIENT CITIES



## Building Urban Water Resilience in Johannesburg and Gqeberha: A World Resources Institute partnership with the SA Cities Network.

Water-related climate risks are already affecting the health and wellbeing of communities around the world, devastating economies, threatening lives and livelihoods, and are causing instability that echoes far beyond affected countries. Recent reports such as the Water Resilience in a Changing Urban Context conclude that this is only going to get worse in the absence of adequate measures in place. As climate risks continue to increase, access to safe drinking water for a significant percentage of the global population has become one of the defining challenges of our times, indeed creating crises in several cities in recent years. In Africa alone, the OECD (2021) estimates that by 2050 162 million people will be in urban areas with perennial water shortages.

The rapid urbanisation and population growth occurring in African cities creates unprecedented risks and opportunities. While a significant number of African cities are already suffering from water scarcity, and unparalleled urbanisation and population growth in the coming years will make it exponentially worse, there are unique opportunities to leapfrog and develop comprehensive water resilience plans and innovative measures that can leverage on the energy and growth of African cities.







# SUSTAINABLE & RESILIENT CITIES

Most African countries are anticipated to experience rapid urbanisation, with population growth more than doubling in the coming years (Ndaw, 2020). However, unlike the rest of the world, most cities that will exist in Africa in 2050 are yet to be built. This, along with technological innovations, creates an exceptional opportunity to get water management right, addressing both climate-related risks for overall water availability and their impact on access to water in cities. How African countries handle this opportunity has immense potential to inform practice and allow leapfrogging to more innovative and resilient systems across the world. It creates opportunities to use new technologies and develop innovative water governance models that align urban water policy with other needs and with national and regional policies. Getting water resilience right is a critical step towards a trajectory of higher productivity and more sustainable development across Africa.

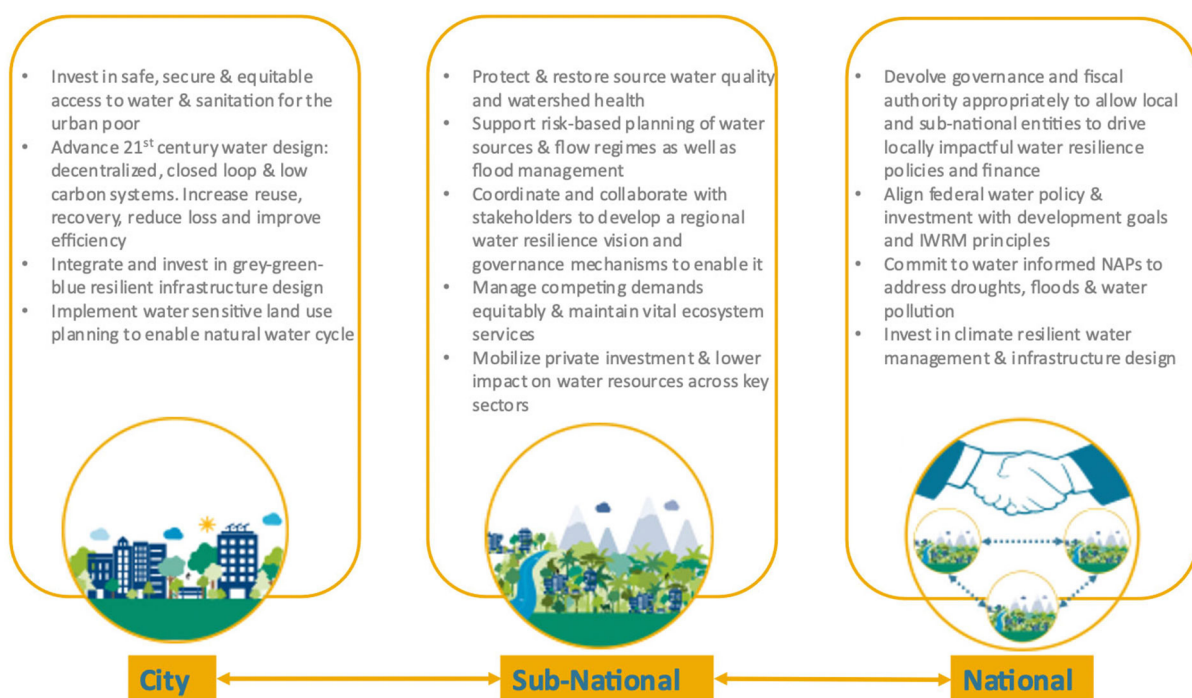


# SUSTAINABLE & RESILIENT CITIES



The World Resources Institute (WRI) together with its partners aims to do so. Through a three-year programme (2020 – 2022), the Urban Water Resilience Initiative (WRI), supports urban water resilience in Africa. The mission is to support cities in Africa to overcome critical water and climate challenges to ensure sustainable and inclusive growth. Through partnerships with city, regional and global partners, this initiative:

- Produces research that illuminates urban water resilience challenges and critical adaptation pathways for African cities.
- Partners with a cohort of 6 cities in 3 African countries to provide support in advancing city water resilience agendas. Ethiopia, South Africa, and Rwanda are the three countries for this deep dive work. In each country, WRI and partners facilitate an initial assessment and identification of priority actions; provide discrete technical assistance toward identified priority action areas; and facilitate knowledge exchange amongst city partners.
- Mobilises collective action through engagement with government, financial institutions, and research institutions. Building from research and consultations, WRI is partnering with key actors who can help enhance the enabling environment and financial resources for cities to advance urban water resilience.







# SUSTAINABLE & RESILIENT CITIES

South Africa is one of the 3 countries WRI is implementing the initiative in partnership with local partners (the South African Cities Network, the Department of Cooperative Governance and Traditional Affairs) and international partners (Arup, Resilient Cities Network, and Resilient Shift), collaboratively with the City of Johannesburg and Nelson Mandela Bay Municipality to provide support towards advancing urban water resilience.

Outcomes in each city will include an assessment of urban water resilience, a water resilience action plan, and technical assistance to support the implementation of priority actions.

## OUTPUT

- Urban water resilience action plans
- Enhanced capacity to implement demonstration projects related to resilience priorities through technical assistance
- Participation in knowledge exchange and dialogue

## OUTCOME

- Cities have identified and prioritized key urban water resilience actions
- Cities have advanced key urban water resilience actions, leading to reduced vulnerability to water and climate shocks and stressors

Both South African cities are currently in their respective journeys for building water resilience. The City of Johannesburg has recently completed its Water Security Strategy while Nelson Mandela Bay Municipality, currently experiencing the worst drought recorded in history, has put in place various water initiatives to bring back stability in its water system. The Urban Water Resilience Initiative seeks to support these ongoing processes while introducing the resilience lens towards long-term planning.

If you want to learn more about the WRI Urban Water Resilience Initiative in South Africa, please contact:

Amanda Gcanga - [Amanda.gcanga@wri.org](mailto:Amanda.gcanga@wri.org) and  
Liteboho Makhele - [liteboho@sacities.net](mailto:liteboho@sacities.net)



# SUSTAINABLE & RESILIENT CITIES



WORLD  
RESOURCES  
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cooperative  
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Department:  
Cooperative Governance  
REPUBLIC OF SOUTH AFRICA



ARUP

THE RESILIENCE SHIFT

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Ndaw, F. 2020. "COVID-19: Solving Africa's Water Crisis Is More Urgent than Ever." Nasikiliza (blog), April 30. [Click here](#)

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WRI (World Resources Institute). 2021. "Water Resilience in a Changing Urban Context: Africa's Challenge and Pathways for Action." [Click here](#)

# WELL-GOVERNED CITIES

This quarter the Well Governed Cities programme has continued “reviewing, engaging and defining,” with cities per the 2021 – 2026 strategy.

In those engagements, cities have confirmed the usefulness of the State of City Finances publication, which reports on the finances of the nine largest cities in South Africa: Johannesburg, Cape Town, eThekweni, Ekurhuleni, Tshwane, Nelson Mandela Bay, Buffalo City, Mangaung, and Msunduzi. It was first produced in 2007 and has been published biannually since 2011.

While the reports have given a good reflection of the revenue and expenditure across cities and have analysed in detail the cost of rendering services to the consumer, they have not focused on elements of urban governance that affect municipal finances. Further, the socio-economic climate over the last decade, with the shock of COVID-19 on the economy and in turn cities’ finances warrants a detailed examination of the interface between city finances and governance and the economy.

Research illustrating the linkages between governance imperatives and municipal budgets and finances has begun this quarter and will be a key element of the eighth iteration of the State of City Finances which will be published this year. Additionally, the publication will reflect on the progress made on the policies advocated in previous editions of the report to inform SACN’s work over the current term of office. The Well Governed Cities Programme has also been conceptualising an urban dialogue platform that meets SACN’s strategic objective to facilitate an all-of society approach, i.e., listening and facilitating knowledge co-creation, learning and innovation through dialogue and partnerships between local government and all stakeholders, including communities, civil society, academia, and businesses.

The proposed urban dialogue platform will discuss topics across SACN’s thematic areas. We will be hosting two dialogues in the coming weeks. The first dialogue will focus on township economic development, and the second on the just urban transition, which falls under the productive and sustainable cities themes, respectively. The first dialogue will seek to understand the role of municipalities, the private sector, civil society, and communities in critically rethinking the current models of economic development in townships. The session will also unpack ways in which cities can speed up spatial transformation in the townships (beyond the usual rhetoric) to drive local economic development.

The second dialogue will discuss the challenges and opportunities of transitioning to a low-carbon, resilient climate future that is just and inclusive, which will require mobilising the political and institutional will to open spaces for all-of-society collaboration, transversal work, dialogue, as well as actions that may challenge the status quo.



# CITY FOCUS

**Building the capacity of city communicators to develop and deliver effective Citizen-Centred Communications.**

## **SA Cities Network builds the capacity of city communicators to develop and deliver effective Citizen-Centred Communications.**

The SACN, together with communications practitioners from its participating cities, established a City Communicators reference group. The rationale for forming the City Communicators reference group is to ensure that research, analysis, and key strategic messages on urban development and city management reach city target audiences and partners by expanding the communications approaches and collaboration with the communications functions of the different cities.

The reference groups are outcomes-driven and consist of key officials responsible for implementing programmes in their respective cities and provide valuable platforms where city practitioners can interact and discuss a range of issues relevant to the implementation of city-specific programmes.





# CITY FOCUS

**Building the capacity of city communicators to develop and deliver effective Citizen-Centred Communications.**

On 10 March 2022, the City Communicators' Reference Group concluded its marketing and communications development programme with the launch of "Marketing and Communications Toolkits" to enhance the capacity of city communicators to create and elevate public communications and create a space for responsive governance. The 6-module toolkits covering City Branding, Marketing Communications, Crisis Communications, Measuring Communications ROI, Strategic Media Relations, and Report Writing were developed by the SACN in collaboration with the Africa Brand Leadership Academy (ABLA).

The Toolkits are an outcome of the rigorous pilot Brand Leadership for the Public Sector – Developing Citizen-Centred City Brands 6-weeks training programme developed by SACN and ABLA.





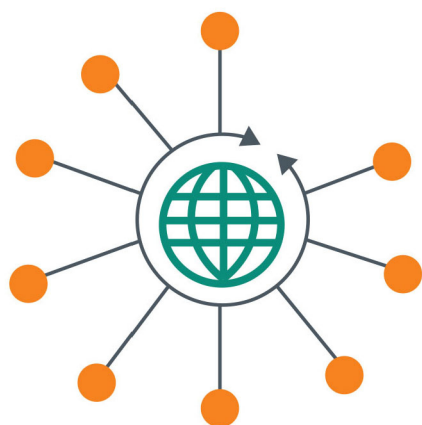
# CITY FOCUS

**Building the capacity of city communicators to develop and deliver effective Citizen-Centred Communications.**

The six weeks programme, attended by practitioners in the City Communications reference group, focused on empowering practitioners to articulate and communicate municipal policy and programmes in a way that engenders citizen approval, mitigates, and manages crises, increases utilisation of public goods, and influences positive public behaviours and ultimately builds competitive city brands.

The programme was delivered virtually by ABLA's international and local academic team, including thought leadership in city branding and author of City Branding, Dr. Keith Dinnie, customer satisfaction authority, Professor Adre Schreuder, BBC Africa bureau chief, Milton Nkosi, crisis communication doyenne, Janine Hills, government communications expert Koffi Kouakou and ABLA founder and principal Thebe Ikalafeng.

We believe that this Communications Toolkit will provide a valuable reference document and support the capacity of our members in the communications departments across our municipalities.



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**CITY COMMUNICATORS'**  
**REFERENCE GROUP**

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[www.sacities.net](http://www.sacities.net)



# TEAM NEWS & EVENTS

## Introducing new members to the SACN Team



### Amanda Gcanga

Amanda Gcanga is the new Senior Urban Policy Analyst and Programme Lead for the Urban Water Resilience initiative. She has extensive experience in water governance, research, policy analysis, and implementations within the public and NGO sectors.

### Bronwyn Osman

Bronwyn Osman is the new Company Secretary and Legal Adviser. She has been employed at various property investment companies and holds a qualification in CIS, Chartered Secretarial & Governance, as well as an LLB. Bronwyn has a passion for the application of good governance.





# TEAM NEWS & EVENTS



## Introducing new members to the SACN Team



### **Jabulani Sandleni**

Jabulani Sandleni is the new Supply Chain Management Specialist. He has considerable knowledge and working experience in the implementation of SCM rules, PPPFMA, BBBEE Act, and Supply Chain Management policies and procedures, as well as handling RFQs, RFPs, and tender processes. He is also a dedicated, focused, and disciplined supply chain specialist with a track record of designing supply chain procedures and policies that help businesses achieve their objectives.



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South African

CitiesNetwork

THE SOUTH AFRICAN CITIES NETWORK

ADDRESS : 16TH FLOOR, METRO BUILDING

158 CIVIC BOULEVARD

BRAAMFONTEIN

2017

TEL : 011 407 6471

WEBSITE : [WWW.SACITIES.NET](http://WWW.SACITIES.NET)