



2022

INTEGRATED
ANNUAL REPORT



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South African Cities Network (SACN)
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COUNCILLOR XOLA PAKATI

Chairperson of the SACN Council

FOREWORD BY CHAIRPERSON OF SACN COUNCIL AND CHAIRPERSON OF SACN BOARD

The 2021/2022 financial year signifies a transition year for the South African Cities Network (SACN). Having developed a new five-year strategic business plan, this year focused on building and strengthening relationships with participating cities and partners, while simultaneously working to enhance organisational governance and sustainability.

Despite the many challenges brought about by the Covid-19 pandemic, economic stagnation, floods, drought and other disruptive incidences, the SACN, working with cities and other fraternal organisations, continued to seek innovative solutions to managing urbanisation and achieving economic and spatial transformation.

To this end, the SACN published a range of urban research covering governance, city finances, spatial determinants of wellbeing, urban resilience, urban safety, public employment programmes and city diplomacy. The research articulates clearly and practically the Integrated Urban Development Framework's (IUDF's) ideal of advancing access and inclusion, economic development, job creation and improved living conditions of urban societies.

Notwithstanding these significant strides, South African cities remain constrained by systemic and governance challenges, which is why the SACN continues to agitate for an all-of-society approach to finding solutions.

To give further impetus to the implementation of our five-year strategic business plan, we achieved success in the following key performance areas:

- Established a fundraising capability, to strengthen our financial position and begin the journey to long-term organisational sustainability.
- Approved a compliance management framework to improve governance, enhance internal controls, and ensure the prioritisation of risk and financial management.

“

... THIS YEAR FOCUSED ON BUILDING AND STRENGTHENING RELATIONSHIPS WITH PARTICIPATING CITIES AND PARTNERS, WHILE SIMULTANEOUSLY WORKING TO ENHANCE ORGANISATIONAL GOVERNANCE AND SUSTAINABILITY.

- Approved and implemented a communications and marketing strategy, to enhance the SACN's brand positioning and communicate its value proposition to cities and partners.
- Strengthened the Secretariat with appropriately qualified and experienced individuals, to ensure success in implementing our long-term strategic goals.

We realise that none of our work would be achievable without the generous funding and support of our cities and strategic partners. The strength of our network is reliant on performative collaboration and the commitment of the SACN Council, Board of Directors and Secretariat, who continue to work tirelessly to bring to life the vision of high-performing cities that are well-governed, productive, inclusive, resilient and sustainable, where citizens actively participate in urban life.

Thank you.



MS YOLISA KANI

Chairperson of SACN
Board of Directors

COUNCILLOR XOLA PAKATI

Chairperson of
SACN Council

MS YOLISA KANI

Chairperson of SACN
Board of Directors

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WE REALISE THAT NONE OF OUR WORK WOULD BE ACHIEVABLE WITHOUT THE GENEROUS FUNDING AND SUPPORT OF OUR CITIES AND STRATEGIC PARTNERS.





CORPORATE PROFILE AND STRATEGIC OVERVIEW

1



MANDATE

Established in 2002, the SACN's founding mandate 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 among the three spheres of government and all of society to support the management of South African cities.

FIGURE 1 SACN's vision, mission and values



OUR VISION

To promote high-performing and innovative cities that are well-governed, productive, inclusive, resilient and sustainable.



OUR MISSION

Building better cities by transforming policy-practice through knowledge co-creation, learning and innovation, partnerships and convening of voices.



OUR VALUES

Listening
Knowledge-in-action
Shared learning
Partnership
Innovation

STRATEGIC PILLARS AND OBJECTIVES

The five strategic pillars (Figure 2) define a 'playing field' for the organisation that can be summed up as follows:

- **Knowledge generation:** The SACN is increasingly shifting from generating supply-side knowledge towards co-creating knowledge with cities and partners, by embedding itself within cities. In so doing, the SACN will generate knowledge that is relevant to the needs of cities and will facilitate learning in cities, so that cities become learning institutions.
- **Knowledge application:** The SACN is pivoting to knowledge application, by ensuring that the co-created knowledge is applied to solve some of the problems facing cities through an all-of-society approach. In so doing, the SACN will contribute to solving systemic problems and to developing capabilities in cities.
- **Partnerships:** The SACN emphasises strengthening its relationship with cities to facilitate collaboration between cities and their stakeholders (other spheres of government, civil society, communities, academia, private sector and international development partners) through an all-of-society approach. In so doing, the SACN supports cities to tap into new resources and capabilities and ensure citizens actively participate in the development of their cities.
- **Voice & advocacy:** The SACN works with cities and like-minded partners to amplify the collective voice of cities, by facilitating urban dialogues among municipalities, other spheres of government and all of society; supporting advocacy for positions and reforms that enable cities to address the problems facing them; and strengthening the capacity of cities to engage with their citizens.
- **Organisational sustainability:** The SACN secures its long-term sustainability by ensuring that it continues to be relevant and impactful for cities, building new capabilities and diversifying its revenue base.

FIGURE 2 SACN's strategic pillars**FIGURE 3** SACN's five-year strategic objectives

THEMATIC FOCUS AREAS

The SACN's thematic focus areas are pathways to change, guided by the principles of integrated urban development. The programmatic work is defined according to the organisation's theory of change, which is that **high performing cities are well-governed, productive, inclusive, resilient and sustainable**, and are guided by long-term city development strategies (CDSs).

FIGURE 4 Summary of thematic focus areas



WELL-GOVERNED CITIES

THE FOCUS IS ON:

- Creating cities that are efficient, manage their finances prudently and are accountable to their citizens.
- Building a capable state at local government level.
- Exploring sustainable municipal funding models.



PRODUCTIVE CITIES

THE FOCUS IS ON:

- Finding ways to rethink, transform and grow city economies to become more inclusive, resilient and sustainable.
- Understanding the unique drivers of economic growth and job creation in each city.
- Exploring new economic governance and finance models.



INCLUSIVE CITIES

THE FOCUS IS ON:

- Spatial transformation.
- Redressing the spatial legacy of exclusion, to enable equitable access to social and economic opportunities.
- Urban safety and inclusion, especially the most vulnerable (children, youth, women and people with disabilities).



SUSTAINABLE CITIES

THE FOCUS IS ON:

- Sustainable urban development and urban resilience.
- Investigating new ways for cities to mitigate and adapt to climate change and manage resources more efficiently.
- Exploring ways in which cities can build resilience to disasters and adapt to stresses and shocks.



INNOVATIVE CITIES

THE FOCUS IS ON:

- Supporting cities with their long-term strategies aligned to the IUDF, informed by urban data and best practices, with linkages to intermediary cities, towns and rural areas.
- Looking at how 'smart cities' can leverage technology to improve the lived experience and engagement of citizens.

SCOT ANALYSIS



STRENGTHS

- Strategic position and comparative advantage (as a network of cities).
- Well-established and recognised brand and products, such as the State of Cities Report.
- Large body of research and knowledge products that can be leveraged to support municipalities.
- Existing partnerships and relationships with participating cities that can be strengthened and leveraged.



CHALLENGES

- Convening cities and using the SACN platform as a collective voice of cities.
- Building and nurturing key partnerships (gap highlighted by stakeholders).
- Strengthening relationships with and presence within cities.
- Advocating on behalf of cities for policies and reforms.



OPPORTUNITIES

- To bring together different all-of-society actors, within a shifting political landscape and increasing polarisation.
- To meet the increasing demand for reliable and accessible data for planning and decision-making, through leveraging and improving SCODA (SACN's data programme).
- To support cities in climate change mitigation and adaptation.
- To play a regional and global role through establishing new partnerships.
- To support cities in addressing urban development challenges by leveraging a large body of research and knowledge.



THREATS

- A continually shifting political landscape and changes in leadership in cities.
- Increasing polarisation, which becomes an obstacle to bringing together different actors in an all-of-society approach.
- Financial challenges in participating cities and dwindling grants, which have implications for the organisation's sustainability.
- Competition in the city support ecosystem, which offers both opportunities for collaboration and more competition.



CORPORATE GOVERNANCE

2

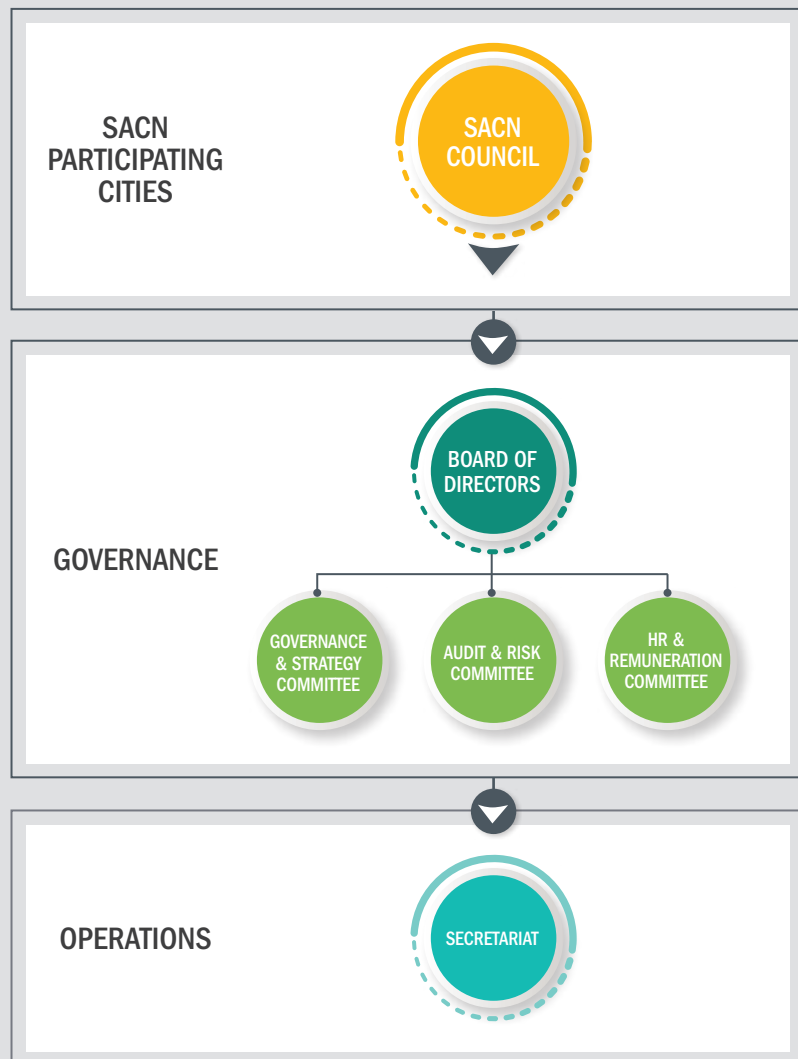


CORPORATE GOVERNANCE STATEMENT

THE SACN BOARD OF DIRECTORS IS PLEASED TO PRESENT ITS CORPORATE GOVERNANCE STATEMENT FOR 01 JULY 2021 TO 30 JUNE 2022. THIS STATEMENT PROVIDES AN APPRAISAL OF CORPORATE GOVERNANCE IN THE YEAR UNDER REVIEW. THE BOARD IS COMMITTED TO CREATING LONG-TERM SUSTAINABLE VALUE FOR THE BENEFIT OF ITS COUNCIL ORGANISATIONS, PARTNERS AND STAKEHOLDERS.

The SACN's governance model comprises a Council (made up of the political and executive leadership of participating cities, or "Council Organisations"), a Board of Directors and a Secretariat. The governance model is predicated on a framework of policies, systems, processes and procedures put in place to ensure good corporate governance by the SACN's Council, Board and Secretariat.

FIGURE 5 SACN governance model



The Council is responsible for directing the SACN's strategic research agenda and related business activities. It is constituted in accordance with an approved Council Protocol Framework, which delineates its duties, powers and functions. The Council meets on an annual basis, and its 2021/22 Annual General Meeting took place in April 2022.

HOW THE BOARD OPERATES

The Board has a robust governance framework to ensure the highest governance standards in the organisation. To assist in exercising its oversight role, the Board has established the following standing committees:

- Governance and Strategy Committee (GSC)
- Human Resources, Remuneration and Ethics Committee.

Each committee has terms of reference under which the Board delegates its authority. The SACN Council has constituted a Board with a balanced set of skills, backgrounds, experience, and knowledge required to complement the promotion of the long-term sustainability and success of the SACN. In addition, individual Board members have the necessary capabilities to make an impactful contribution in pursuance of the SACN's long-term objectives.

Board members are mindful of corporate governance and seek to demonstrate an understanding of their accountability and statutory responsibilities. The Board understands its primary duties under the Companies Act of 2008 and the broader regulatory framework within the South African context. Relevant governance policies are in place to support these primary duties and more general regulatory requirements.

THE ROLE OF THE BOARD

The Board's role is outlined in the SACN's Memorandum of Incorporation, the Council Protocol Framework and the Board Charter. The Board is ultimately responsible for organising and directing the affairs of the SACN within the applicable legal and regulatory framework, and is ultimately accountable for:

- The long-term success of the organisation, having regard for the interests of Council members, partners and stakeholders.
- The effectiveness of and reporting on the organisation's system of governance, including retaining oversight of its delegated responsibilities.
- The performance and proper conduct of the organisation and ensuring that a positive culture is supported.

The Delegation of Authority Policy contains a formal schedule of matters specifically reserved for decision or consideration by the Board. The responsibility for developing and implementing the SACN strategy and day-to-day stewardship of the company is delegated to the Chief Executive Officer (CEO) who, as the head of the executive management team (Exco) and the Secretariat, cascades this responsibility throughout the organisation. The CEO is empowered by the Board to lead all operational activities up to a designated level of authorisation and to report to the Board for guidance, support and approval on other matters that require Board input. The Exco team members are listed on page 15 and their abridged biographies can be found [HERE](#).

The Board is responsible for managing risk. Although the Audit and Risk Committee (ARC) is responsible for the risk management process, the Board retains overall responsibility for approving the risk management policy and plan.

The Board approves an annual workplan of items for discussion, which is reviewed formally at Board meetings and adapted to ensure that the Board discusses all appropriate matters. During 2021/22, due to the Covid-19 pandemic, the Board continued to hold its scheduled meetings online, using email and ad-hoc meetings where necessary to address any urgent matters. An established procedure is in place for the review of the agenda by the Chairperson, the CEO and the Company Secretary in advance of Board meetings. At each Board meeting, the CEO and Chief Financial Officer present detailed quarterly reports on matters that the Board will be required to discuss, approve or note. Where appropriate, specific responsibilities are delegated to Board committees or committees convened for specific purposes.

FIGURE 6 Focus areas of the Board during 2021/22



BOARD MEMBERS

The diverse experience and backgrounds of the Board members ensure that they are able to provide constructive input to management concerning the development of strategy and review of the organisation's operational and financial performance.



MS YOLISA KANI

Board Chairperson



ASHRAF ADAM

Non-Executive Director



NONTANDO NGAMLANA

Non-Executive Director



DR MODJADJI MALAHLELA

Non-Executive Director

EXCO TEAM

The CEO chairs the Exco team, which meets monthly. The team focuses on the implementation and review of organisational strategy, financial reviews and long-range business planning, the operating environment, strategic updates from all business units, risk reviews, policy reviews, corporate culture, learning and development and organisational development. The Exco team comprises:



SITHOLE MBANGA

Chief Executive Officer



YOLISA DAMBUZA

Executive Manager:
Finance and
Corporate Support



NOSIPHO HLATSHWAYO

Executive Manager:
Programmes



LUNCEDO NJEZULA

Executive Manager:
Governance, Strategy
and Partnerships

ATTENDANCE AT BOARD AND BOARD COMMITTEE MEETINGS

TABLE 1 Attendance at Board meetings (2021/22)

BOARD MEMBER	DESIGNATION	MEETINGS ATTENDED
YOLISA KANI	Chairperson	4/4
ASHRAF ADAM	Non-Executive Director	4/4
NONTANDO NGAMLANA	Non-Executive Director	4/4
MODJADJI MALAHLELA	Non-Executive Director	3/4

TABLE 2 Attendance at Governance and Strategy Committee meetings (2021/22)

BOARD MEMBER	DESIGNATION	MEETINGS ATTENDED
ASHRAF ADAM	Chairperson	4/4
YOLISA KANI	Member	4/4
SITHOLE MBANGA	Member	4/4

TABLE 3 Attendance at Human Resources, Remuneration and Ethics Committee meetings (2021/22)

BOARD MEMBER	DESIGNATION	MEETINGS ATTENDED
MODJADJI MALAHLELA	Chairperson	4/6
ASHRAF ADAM	Member	5/6
NONTANDO NGAMLANA	Member	5/6

KEY ROLES AND RESPONSIBILITIES

The roles of the Chairperson and of the CEO are set out in writing and agreed to by the Council and the Board respectively.

THE CHAIRPERSON – YOLISA KANI

Is responsible for:

- Providing effective leadership, operation and governance of the Board.
- Setting the agenda, style and tone of Board discussions.
- Ensuring Board members receive accurate, timely and precise information.

THE CEO – SITHOLE MBANGA

Is responsible for:

- Developing and implementing the organisational strategy.
- Managing the SACN Secretariat and its financial performance.
- Recommending the SACN's strategic initiatives for review and approval by the Board.
- Ensuring the organisation meets its key programmes outcomes, prioritising a focus on Council members, partners and stakeholders.
- Chairing the Exco team.

THE COMPANY SECRETARY – BRONWYN OSMAN

Acts as Secretary to the Board and its Committees, specifically:

- Assisting the Chairperson of the Board in ensuring all members have full and timely access to all relevant information.
- Ensuring that decisions of the Board are implemented.
- Ensuring that the company complies with all statutory and regulatory requirements.

THE AUDIT AND RISK FUNCTION

The SACN has an independent Audit and Risk Committee (ARC) whose main mandate is:

- To ensure the continued independence of the independent auditor.
- To oversee the external audit process.
- To oversee integrated reporting.
- To provide oversight of internal controls and financial reporting.
- To perform risk assessment and oversight.
- To oversee the information communications technology (ICT) environment.

TABLE 4 Attendance at ARC Meetings (2021/22)

BOARD MEMBER	DESIGNATION	MEETINGS ATTENDED
KONE GUGUSHE	Chairperson	4/4
NOKUTHULA SELAMOLELA	Member	4/4
NONTANDO NGAMLANA	Member	3/4

Risk management

The SACN has made important progress in understanding risk and the possible threats to achieving its strategic and business objectives, and identifying opportunities for improvement. This is a major step in the continued development of an ongoing Enterprise Risk Management (ERM) framework that supports the entire organisation. By continuing to improve its ERM programme and further define the mitigation strategies for identified risks, the SACN will be able to understand and respond better to inherent and residual risks within its environment.






- **Inherent risk** is typically defined as the level of risk in place in order to achieve an entity's objectives and before actions are taken to alter the risk's impact or likelihood.
- **Residual risk** is the level of risk that remains after developing and implementing the entity's control environment response.

Table 5 shows residual risks that the SACN faces, based on current trends and other internal and external factors. During 2021/22, the SACN implemented and enforced controls and actions for all risks, to reduce its exposure and impacts of these risks.

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THE SACN HAS MADE IMPORTANT PROGRESS IN UNDERSTANDING RISK AND THE POSSIBLE THREATS TO ACHIEVING ITS STRATEGIC AND BUSINESS OBJECTIVES, AND IDENTIFYING OPPORTUNITIES FOR IMPROVEMENT.

TABLE 5 SACN's top eight organisational risks

MOVEMENT	RISK NAME	RESIDUAL RATING		RESIDUAL RISK RATING
		Probability	Severity	
	Insufficient funding for SACN to carry out its mandate efficiently	4	5	20
	Loss of participating municipalities	4	4	16
New risk	Integrity and security of IT systems	3	3	9
New risk	Increased risk of infrastructure overload and breakdown	3	3	9
	Loss of key staff	3	3	9
New risk	Failure to recruit the necessary personnel in time to start executing the new strategy	3	3	9
	Failure of organisational governance	3	4	12
New risk	Poor implementation of POPI Act	3	3	9
	Sub-optimal absorption of SACN products by key stakeholders, partners and the general public	3	3	9
New risk	Ineffective communication to key stakeholders, partners and the general public	3	3	9

 stable  increase  decrease

Internal audit function

The ARC approved the Internal Audit Plan for 2021/2022. The SACN's audit function is outsourced and appears to be operating effectively and addressing the risks pertinent to the organisation. The ARC reviewed the results of the work performed by the internal audit function in relation to the following:

- Finance, Administration and Expenditure Management Review
- Revenue and Grant Funding Review
- ICT Audit Review
- Supply-Chain Management Review
- Asset Management Review
- Follow-Up Review on Internal Audit Findings
- Review of the Annual Financial Statement.

Findings raised by the internal audit function are addressed within reasonable timeframes, and all planned audits/projects for 2021/22 were completed.

Policies

The SACN has 33 approved policies (Table 6).

TABLE 6 SACN approved policies

	POLICY	APPROVAL DATE
1	Business Continuity Policy and Guidelines	Mar-20
2	Performance Management Guide	Mar-20
3	Performance Management Strategy	Mar-20
4	Code of Business Ethics	May-20
5	Disciplinary Procedure	May-20
6	Electronic Appliances, Internet and Network Computer Policy	May-20
7	Financial Study Assistance	May-20
8	Gifts and Entertainment Policy	May-20
9	HIV and Aids Policy	May-20
10	Hours of Work Policy	May-20
11	Intern Policy	May-20
12	Leave Policy	May-20
13	Monitoring Policy	May-20
14	Probation Period Policy	May-20
15	Recruitment Policy	May-20
16	Remuneration Policy	May-20
17	Retention Policy	May-20
18	Sexual Harassment Policy	May-20
19	Smoking Policy	May-20
20	Subsistence Allowance and Travel Policy	May-20
21	Termination Policy	May-20
22	Training and Career Development Policy	May-20
23	POPIA Policy	Sep-21
24	Whistle Blowing Policy	Dec-21
25	Fraud and Prevention Plan	Dec-21
26	Risk Management Policy	Dec-21
27	Advance Policy	Mar-22
28	Supply Chain Management Policy	Mar-22
29	Asset Management Policy	Mar-22
30	ICT Governance Framework and Policy	May-22
31	ICT Security Policy	May-22
32	ICT Continuity and Disaster Recovery Policy	May-22
33	ICT Change Management Policy	May-22

ICT governance

ICT governance is a subset of the SACN's corporate governance and supports the organisation in achieving its strategies and objectives by offering an effective, efficient, accountable, and transparent administrative system. Through the ICT governance process, SACN employees have access to information and services. The role of ICT governance is:

- To create business value through enabling ICT and ensuring business and ICT strategic alignment.
- To provide the necessary resources, capacity and capability to enable ICT service delivery.
- To achieve and monitor ICT service delivery performance and conformance to relevant internal and external policies, frameworks, laws, regulations, standards and practices.
- To ensure that ICT issues are adequately represented to the Exco and integral to their deliberations and planning.
- To ensure that the communication with stakeholders is transparent, relevant and timely.

During 2021/22, four ICT policies were approved covering the ICT governance framework, security, continuity and disaster recovery and change management.

STAKEHOLDER RELATIONS

Building better cities can only be accomplished through collaborative partnerships. The key to finding solutions to the challenges facing cities is meaningful participation from all stakeholders, including government, civil society and the private sector. The SACN, through dialogue with its partners and stakeholders, continues to build the trust and alliances necessary to support the organisation's strategic goals and sustainability aspirations. In 2021/22, aligned to the organisation's strategic imperatives, stakeholder engagements were aimed at:

- Increasing the participation of cities and other partners in the SACN's programmes.
- Improving public perception of the organisation.
- Implementing a communication and advocacy strategy, with a clear intention to influence public discourse on urban issues.
- Increasing impact by leveraging the influence and interests of the SACN's diverse stakeholders.
- Securing financial sustainability.
- Enhancing SACN value proposition by providing innovative and tailored solutions to cities, partners and stakeholders.

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BUILDING BETTER
CITIES CAN ONLY
BE ACCOMPLISHED
THROUGH
COLLABORATIVE
PARTNERSHIPS.

CEO'S REPORT

3



The SACN's strategy for the new five-year cycle (2021–26) is underpinned by the Integrated Urban Development Framework (IUDF), South Africa's guide for urban growth and management. While our programmatic work continues to be defined according to the logic that high-performing cities are well-governed, productive, inclusive, resilient and sustainable, and innovative, the approach has evolved. Our new approach is about co-creating knowledge with cities and partners; facilitating the application of that knowledge through experimentation within cities; institutionalising learning and innovation in cities; strengthening existing and building new partnerships at local, continental and global levels; enhancing our advocacy work to amplify the collective voice of cities; and securing the sustainability of the SACN and its network.

For the first year of the new strategic business plan, the focus was on creating a solid foundation, through building the organisation's capabilities, deepening relationships with metropolitan and intermediary cities and partners, and designing and testing programmatic work in collaboration with cities and partners (for further details, see the Organisational Performance section).

During 2020/21, the SACN met 72% of its targets (75% in Q1, 53% in Q2, 76% in Q3 and 84% in Q4). This is indicative of the organisational learning curve and time taken to mobilise the human and financial resources needed to implement the new strategic approach. Now that we have laid the foundations, we are confident of achieving our strategic objectives over the coming years.

Highlights of the year included the launch of the SACN's flagship publication: the fifth State of Cities Report (SOCR), engagements with cities and strategic partners, and regular learning events (see Annexure for a full list). We also redoubled our efforts to engage with the public through various media platforms and social-media channels, with the aim of broadening the urban conversation. As a result, our reach and audience increased on Twitter and Facebook, while more people visited and stayed longer on the SACN website, which was supplemented by two microsites: one for the Urban Festival 2021 and one for the SOCR. The SACN quarterly newsletter currently has over 1 452 subscribers from cities, academia, civil society and the non-governmental sector.

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THE SACN QUARTERLY NEWSLETTER
CURRENTLY HAS OVER 1 452
SUBSCRIBERS FROM CITIES,
ACADEMIA, CIVIL SOCIETY AND THE
NON-GOVERNMENTAL SECTOR.

TABLE 7 Communications outputs (2020/21 and 2021/22)

	2020/21	2021/22
BROADCAST		
Radio interviews	18	27
TV interviews	6	18
PRINT AND ONLINE		
Articles	62	30
Op-eds/thought pieces	19	21
FACEBOOK		
Followers	4 890	5 335
Engagement rate	2 025	2 635
Post reach	34 598	370 3472 (335 907 paid)
Page views	2 657	24 400
Actions on page	22	24 400 (21 200 paid)
TWITTER		
Followers	7 850	8 487
Number of profile visits	30 400	42 900
Number of tweets posted	187	240
Engagements	2 479	3 779
Impressions	338 000	285 500
LINKEDIN		
Followers	2 960	3 734
Reach	34 581	126 027
Engagement	456	1 900
YOUTUBE		
Followers	104	227
Reach	16 961	69 475
Engagement	101	360
WEBSITE		
Visitors	18 031	22 662
New visitors	15 485	19 248
Bounce rate	5.97%	3.75%
Return visitors	2 546	3 414
Sessions	22 571	29 746

FINANCIAL OVERVIEW

As is the nature of a non-profit company, expenditure fluctuates from year to year, largely caused by the ability to secure external funding to carry out short- and medium-term projects. In 2021/22, the organisation's scheduled expenditure for programmes recovered relatively well. From a total expenditure of R54-million, R35-million (64%), was spent on programmes, while R19-million (36%) was spent on operations.

The SACN continued to implement its fundraising strategy and plans to increase its efforts to source external funding from various donor organisations. The organisation's commitment is to fully fund its five-year business plan, which will provide both financial and overall organisational stability.

The following section examines the extent to which the SACN has met expectations by measuring outputs delivered against targets defined in the 2021/22 business plan, considering the quality of outputs and outcomes achieved, and reflecting on the lessons learned over the past year.





ORGANISATIONAL PERFORMANCE

4



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THIS YEAR'S THEME WAS “REVIEW, ENGAGE AND DEFINE”, WITH THE AIM OF EMBEDDING WITHIN CITIES IN ORDER TO DEVELOP A DEEP UNDERSTANDING OF EACH CITY'S SPACE, I.E., CHALLENGES, OPPORTUNITIES, PLANS AND KEY PLAYERS.

In July 2021, the SACN embarked on a new five-year strategic business cycle (2021–26). The new strategy charts a pathway for the SACN's transition towards a more relevant, impactful and sustainable role, through:

- Shifting from generating supply-side knowledge to co-creating knowledge with cities and partners.
- Pivoting towards knowledge application.
- Strengthening relationships with cities and amplifying the collective voice of cities.
- Facilitating experimentation and innovation in collaboration with cities and broader stakeholders (civil society, academia and the private sector).

The SACN encourages the exchange of information, experience and practices on urban development and city governance through an all-of-society-approach that is characterised by listening and facilitating knowledge co-creation, learning and innovation through partnerships among cities and all stakeholders.

This year's theme was “review, engage and define”, with the aim of embedding within cities in order to develop a deep understanding of each city's space, i.e., challenges, opportunities, plans and key players. During 2021/22, the SACN invested in its foundational pillar of partnerships, with the emphasis on embedding the organisation within cities and strengthening relationships with participating municipalities. The foundation was laid through:

- Engaging with cities more deeply, to analyse their needs and the environment within which they operate.
- Working with partners to engage broader stakeholders in crafting all-of-society solutions to the cities' pressing challenges.
- Refining the SACN's programmatic focus areas in order to be more responsive to the unique set of challenges facing each city.
- Finalising the design of the SACN programmes, which are informed by the city and partner engagements and have clear short-, medium- and long-term outcomes and impacts.



- Improving the SACN's internal capacity and capabilities, by filling most of the vacancies identified during the strategy development process.
- Strengthening existing strategic partnerships, including with the South African Local Government Association (SALGA), the Department of Cooperative Governance and Traditional Affairs (COGTA), the National Treasury (NT) City Support Programme (CSP), and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).
- Forming new partnerships, to enhance the SACN's offering to cities, including with the Department of Human Settlements (DHS), the World Resources Institute (WRI) and the Public Affairs Research Institute (PARI).
- Entering into a partnership agreement with the Gauteng Department of Economic Development to facilitate dialogue and collaboration between the provincial government and all municipalities in the province, with a particular focus on township economies.
- Concluding a funding partnership with the United States Embassy, whereby the New York End Gender-Based Violence (GBV) office supports the Inclusive Cities programme's urban safety work through sharing lessons on how cities can leverage data and technology to plan for GBV prevention and victim support.
- Engaging with intermediary cities (Rustenburg Municipality, City of uMhlathuze and KwaDukuza Municipality), to broaden the SACN's impact and to understand urban challenges at various scales, including rural-urban linkages. The SACN also participated in the Africities Summit held in Kenya that focused on secondary or intermediary cities in Africa.

The strategy sets clear and focused objectives that enhance SACN's value offering to cities and make the organisation more effective, impactful and relevant.

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THE STRATEGY SETS CLEAR AND FOCUSED OBJECTIVES THAT ENHANCE SACN'S VALUE OFFERING TO CITIES AND MAKE THE ORGANISATION MORE EFFECTIVE, IMPACTFUL AND RELEVANT.





KEY HIGHLIGHTS 2021/22

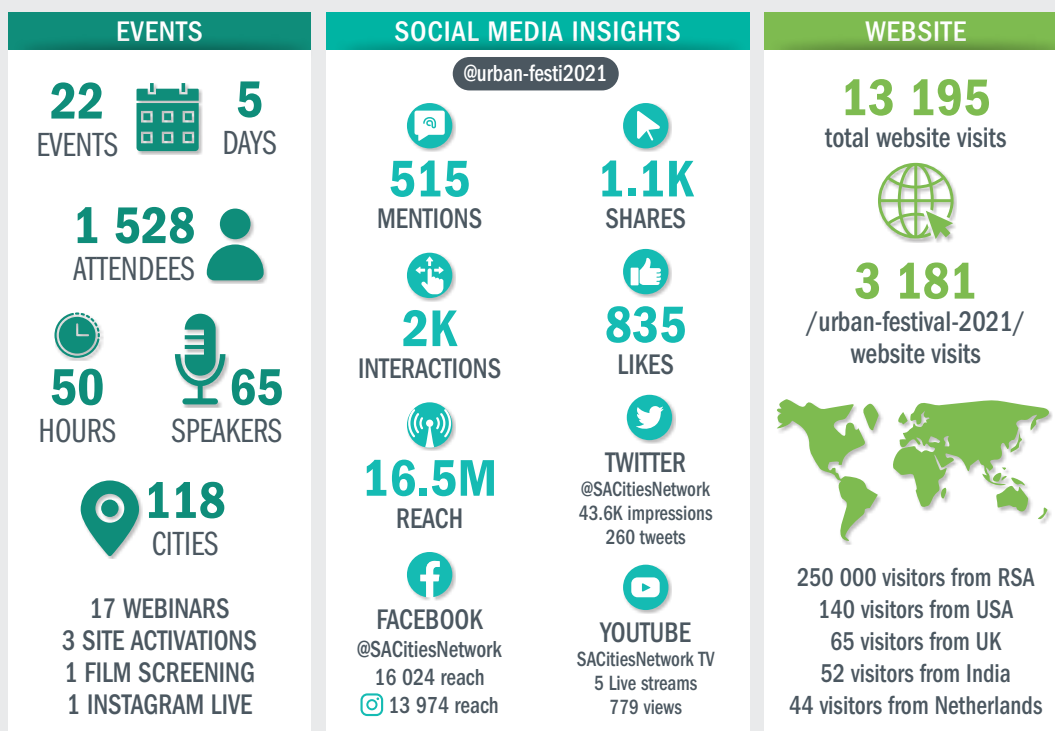
AMPLIFYING THE VOICE OF CITIES AND ALL OF SOCIETY

The SACN's work is aimed at creating cities that work for everyone and are well-governed, productive, inclusive, sustainable, resilient and innovative. This involves strengthening the collective voice of cities, advocating for change in policy that supports the urban agenda, facilitating shared learning among cities and other stakeholders, and encouraging the meaningful participation of all urban actors in the development and management of cities. To this end, in 2021/22, the SACN undertook various initiatives, including:¹

Urban Festival (27–31 October 2021)

Hosted in partnership with COGTA, the DHS, SALGA and the Civic Tech Innovation Network, under the theme of The Rebuilt City, the Urban Festival sought to map new frameworks, relationships, possibilities and designs for how our cities will recover and rebuild amidst multiple crises. The Rebuilt City invited a South African and global conversation about how cities and towns can re-energise their commitments to becoming more sustainable and resilient, through dialogues, workshops, activations, social media and creative engagements.

¹ See Annexure for full details of the SACN's work.



All-of-society workshops/webinars (16–18 March 2022)

The workshops involved administrative leadership and practitioners, academia, private sector and civil society, from all participating cities. The aim of these engagements was to embed the SACN in cities, review and assess the impact of the SACN's research, identify areas for improvements and define projects and programmatic outputs that respond to the needs of cities. The engagements were also about strengthening citizen participation and building the social capital and common purpose necessary to craft local solutions to the challenges facing cities.

Good Hood Stories

These are stories of creativity, collaboration and innovation from across South African cities and show that there is much to be proud of in our cities. They showcase best practices at a local level, involving all of society, and range from urban gardens to township cycling projects, to inner-city upliftment interventions.



PARTNERSHIP WITH THE WORLD RESOURCE INSTITUTE

South Africa is a water-scarce country, but cities are growing in resource-intensive ways and suffer from inefficiencies across various sectors, especially water. The SACN has partnered with the World Resource Institute (WRI) to conduct research and unique geospatial analysis in order to better understand urban water resilience challenges and critical adaptation pathways, and to develop action plans. The overall objective is to advocate for the institutional and systemic changes needed to embed sustainability practices within cities. The first phase involves the SACN project managing, using an all-of-society approach, the WRI urban water resilience projects in Nelson Mandela Bay Municipality and the City of Johannesburg.

- 18–19 May 2022 – water resilience assessment workshops were held in cities with participation from civil society organisations, academia/research institutions and government organisations.
- 30 March 2022 (World Water Day) – the Water Resilient Cities’ Learning Event, “Groundwater: Making the invisible visible”, was convened by the SACN and WRI, in partnership with SALGA, GIZ’s Natural Resources Stewardship Programme for Growth (NatuReS) Programme, and USAID’s Water, Sanitation and Hygiene Finance (WASH-FIN) Program. The event brought together local and regional cities to discuss innovative approaches to groundwater management and share lessons from the cities of Cape Town, Johannesburg, Nelson Mandela Bay, Lusaka (Zambia), Musanze (Rwanda) and Dire Dawa (Ethiopia).

Through this partnership, the SACN is supporting the 2030 Joint Urban Water Resilience agenda, which will be presented at COP27.



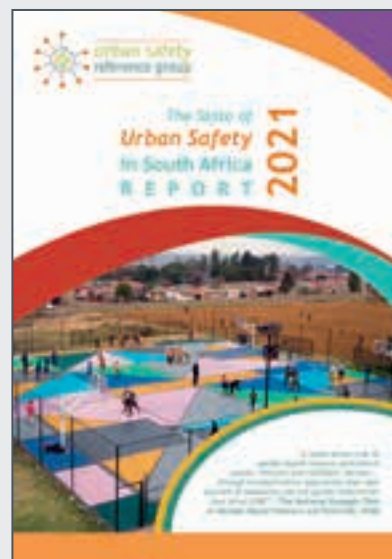
Credit: Nelson Mandela Bay Metropolitan Municipality



MAINSTREAMING URBAN SAFETY

Since 2014, the SACN has been working in partnership with GIZ Inclusive Violence and Crime Prevention (VCP) programme, to drive urban safety work within cities. With the support of the GIZ-VCP, the SACN convenes the Urban Safety Reference Group (USRG), the only institutionalised forum in South Africa that enables evidence-based learning on urban safety and violence prevention. It brings together city practitioners and their national counterparts,² to learn from each other, share knowledge and grow consciousness about the multi-disciplinary/transversal approach needed to make cities safer. The focus is on evidence-based city safety strategies and embedding safety in planning and implementation across all city departments.

In 2021/22, the USRG published the latest annual State of Urban Safety in South Africa Report and participated in the third World Forum on Cities and Territories of Peace held in Mexico City, contributing to the session “Cities and Territories free from Gender-Based Violence”. It is also involved in the localisation and implementation of the United Nations System-wide Guidelines on Safer Cities and Human Settlements, through the Integrated Safer Cities Project, which is led by South African Police Service (SAPS) National and eThekweni Safer Cities Unit. Begun in July 2021, this pilot project focuses on both crime and violence and spatial design and other elements of inclusion, and is about integrating resources from all stakeholders. Ten municipalities will take part in the pilot: eThekweni, City of Johannesburg, City of Cape Town, City of Tshwane, Mangaung, Nelson Mandela Bay, Rustenburg, Sol Plaatjie, Emalahleni and Polokwane.



² Members of the USRG include representatives from eight cities (Tshwane, Johannesburg, Ekurhuleni, and eThekweni, Nelson Mandela Bay, Buffalo City, Mangaung and Msunduzi); the SACN's Programmes team; the GIZ Inclusive VCP Programme; the National Department of Cooperative Governance, including the IUDF Unit; the National Treasury's CSP; and the Civilian Secretariat for Police Service.



THE STATE OF CITIES REPORT 2021

The SACN's research provides cities with critical insights on urban trends and drivers in order to improve their evidence-based, decision-making capabilities. Its flagship publication is the State of the Cities Report (SOCR). The 2021 SOCR talks to how cooperative governance and all-of-society practice are integral to service delivery and overcoming challenges within our cities, and documents local case studies to facilitate innovation and learning. It goes beyond good governance as a concept to exploring the phenomenon of cooperative governance, as cities need to work with other spheres of government and urban actors to develop effective collaborations and partnerships. Fittingly, the report was produced in close cooperation with South Africa's major cities and partners, and continued the SACN's long-held tradition of encouraging the exchange of information, expertise and best practice on urban development and city management.



During 2022, in partnership with SALGA, the SACN convened provincial SOCR roadshows to drive all-of-society discussions about the report's findings and proposed solutions.

CITY COMMUNICATIONS TOOLKIT



The SACN convenes the City Communicators' Reference Group (CCRG), a learning and sharing platform for communication practitioners from participating cities, which identified the need for cities to improve and expand their communications approach. As a result, the SACN co-created with city practitioners a City Communications Toolkit that includes a city branding framework, marketing communications, crisis communications, report writing, media relationships and measuring return on investment. This practical toolkit assists cities in developing and implementing their communications strategies.



COUNTRY REPORT ON THE NEW URBAN AGENDA

In collaboration with the two lead ministries (the DHS and COGTA), the SACN prepared South Africa's report on the progress made in localising and implementing the New Urban Agenda (NUA). The NUA is a global framework that provides guidance on how well-planned and managed urbanisation can be a transformative force that places cities and towns at the centre of sustainable urban development by addressing poverty, inequality, unemployment and climate change, among others.



The report was based on research, input from a wide range of government departments and extensive engagements through workshops that the SACN curated and facilitated, working with the DHS. Hybrid workshops (in person and virtual) were held in several cities and included participants from all of society and whole of government (community-based organisations, NGOs, municipalities, provincial government, academia and the private sector). The report highlights the progress made in extending basic services and economic opportunities, and delivering human settlements, as well as the significant challenges, including the entrenched spatial inequalities. It underscores that South African cities will need to prioritise spatial integration and maximise the available resources to ensure a more equitable and sustainable future.

PROGRAMMES

The Programmes Unit supports Strategic Objectives 1, 2 and 3.

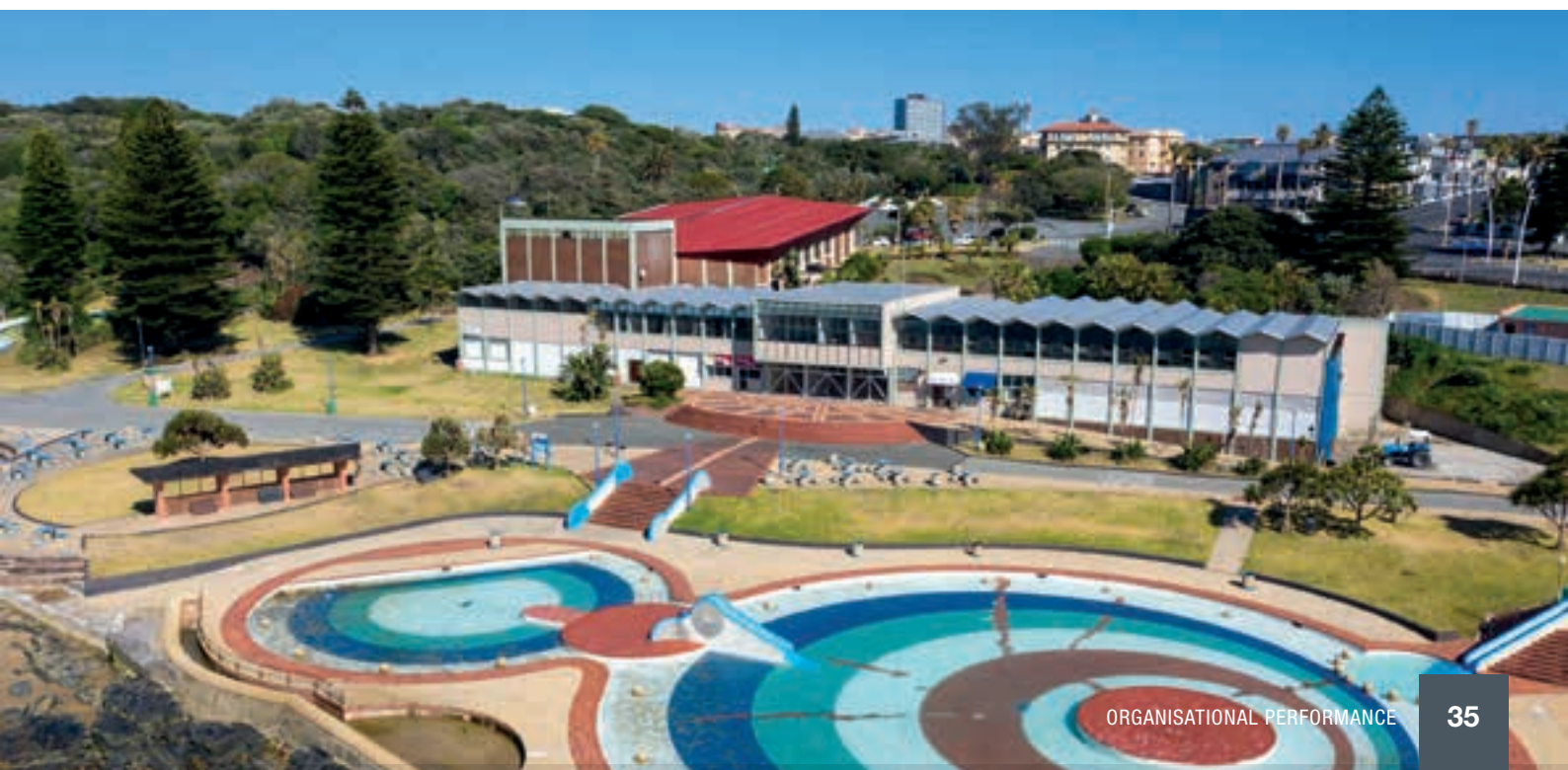


WELL-GOVERNED CITIES

The programme fosters well-governed, financially sustainable cities that are fully accountable, capable of driving local development in partnership with whole of government and all of society, and enable citizens to realise their full potential. It focuses on two broad areas: urban governance and municipal finance.

WELL-GOVERNED CITIES		SUB-PROGRAMME: URBAN GOVERNANCE		
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/not achieved	Comments (challenges and explanation of variance)
Urban governance programme design	Engage with cities and city stakeholders to review the status of urban governance from a broader perspective and design the urban governance programme	Completed programme design document for Well-governed Cities	Achieved	
Capacity development and problem-led (CDPL) approach – reframing of Municipal Executive Leadership Programme (MELP)	Engage with cities and city stakeholders about a CDPL approach (not a MELP, as originally proposed)	Approved CDPL proposal	Achieved	
Community of practice (CoP) on urban governance	Engage with cities and city stakeholders about how a CoP on urban governance would work in the context of the cities	Completed research scoping report for the CoP	Achieved	
Urban dialogue platform for citizens	Engage with cities and city stakeholders about how an urban dialogue platform would work in the context of the cities	Convened two urban dialogues	Achieved	

WELL-GOVERNED CITIES		SUB-PROGRAMME: MUNICIPAL FINANCE		
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/not achieved	Comments (challenges and explanation of variance)
Municipal finance programme design	Engage with cities and city stakeholders to review the status of municipal finance from a broader perspective and design the municipal finance programme	Completed programme design document for Well-governed Cities	Achieved	
Community of practice (CoP) on municipal finance	Engage with cities and city stakeholders about how a CoP on municipal finance would work in the context of the cities	Completed research scoping report for the community of practice	Achieved	
Development of a sustainable municipal funding model	Engage with cities and city stakeholders about developing a sustainable municipal funding model that would work in the context of the cities	Completed process design for developing a sustainable municipal funding model	Achieved	
State of City Finances Report	Engage with cities and city stakeholders to plan the State of City Finances Report	Launch of the State of City Finances Report	Not achieved	The launch did not take place due to lack of budget and the report not being print-ready in this financial year. Final report was submitted on 25 June.





PRODUCTIVE CITIES

The programme's goal is to contribute towards economic vitality in cities by supporting them to recover from the economic effects of Covid-19 and to shift to a new trajectory in order to transform and grow their economies to be inclusive, resilient and sustainable. The focus areas are rethinking urban economies, job creation and skills development, and informal and township economies.

PRODUCTIVE CITIES		SUB-PROGRAMME: RETHINKING URBAN ECONOMIES		
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/not achieved	Comments (challenges and explanation of variance)
Rethinking urban economies programme design	Engage with cities and city stakeholders to review the status of city economies from a broader perspective of rethinking urban economies; and to establish what are the city economic recovery, transformation and growth strategies, including the impact of Covid-19 on cities	Completed programme design document for Productive Cities	Achieved	

PRODUCTIVE CITIES		SUB-PROGRAMME: JOB CREATION AND SKILLS DEVELOPMENT		
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/not achieved	Comments (challenges and explanation of variance)
Job creation and skills development programme design	Engage with cities and city stakeholders to review the status of job creation and skills development from a broader perspective; the expansion of public employment, public investment, innovation hubs, incubation labs, and new green jobs in the context of the cities	Completed programme design document for Productive Cities	Achieved	
Expanded Public Works Programme (EPWP)	Continue the EPWP work and produce the State of EPWP in South African Cities Report	Launched the State of EPWP in South African Cities Report	Achieved	
EPWP Reference Group (RG)	Convene EPWP RG meetings with support services and produce RG research reports	Convened RG engagements; launched RG research reports	Achieved	

PRODUCTIVE CITIES		SUB-PROGRAMME: INFORMAL AND TOWNSHIP ECONOMIES		
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/not achieved	Comments (challenges and explanation of variance)
Informal economy/township economy programme design	Engage with cities to review the status of the informal/township economy from a broader perspective; review and investigate the impact of Covid-19 on the informal and township economies, innovation hubs and labs and what could be other catalytic economic interventions in the context of the cities	Completed programme design document for Productive Cities	Achieved	
Urban youth strategies programme design	Engage with cities and review the status of urban youth strategies from a broader perspective; establish how the urban innovation challenge, innovation incubation lab, skills development, entrepreneurship and toolkits will work in the context of the cities	Completed programme design document for Inclusive Cities	Achieved	





INCLUSIVE CITIES

The programme's goal is to contribute towards safe, spatially transformed and interconnected communities with equitable access to services, social and economic opportunities, especially by the most vulnerable (children, youth, women and people with disabilities). The focus areas are built environment integration, urban safety and urban youth.

INCLUSIVE CITIES		SUB-PROGRAMME: BUILT ENVIRONMENT INTEGRATION		
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/not achieved	Comments (challenges and explanation of variance)
Built environment integration programme design	Engage with city stakeholders to review the status of human settlements, mobility and transport from a broader perspective, and rethink built-environment integration looking at human settlements, mobility, transport and early childhood development (ECD) in the context of the cities	Completed programme design document for Inclusive Cities	Achieved	
Built Environment Integration Task Team (BEITT)	Convene BEITT engagements	Convened BEITT engagements	Achieved	

INCLUSIVE CITIES		SUB-PROGRAMME: URBAN SAFETY		
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/not achieved	Comments (challenges and explanation of variance)
Urban safety programme design	Engage with cities and review the status of urban safety from a broader perspective; city-wide safety planning, institutionalised, mainstreamed urban safety; community-centred response to GBV in the context of the cities	Completed programme design document for Inclusive Cities	Achieved	
Urban Safety Reference Group (USRG)	Convene USRG engagements	Convened USRG engagements	Achieved	
State of Urban Safety in SA Report	Continue reporting on the state of urban safety in South Africa	Launched State of Urban Safety in SA Report	Achieved	

INCLUSIVE CITIES		SUB-PROGRAMME: URBAN YOUTH		
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/not achieved	Comments (challenges and explanation of variance)
Skills and toolkit development and entrepreneurship	Develop a youth toolkit and a concept for skills development and inclusive urban economies project	Designed toolkit development process	Achieved	



SUSTAINABLE & RESILIENT CITIES

The programme's goal is to contribute towards economically equitable, socially inclusive and ecologically sustainable cities that are well-governed, which translates into communities that are thriving, liveable, healthy, spatially transformed and rich in biodiversity. The focus areas are climate change adaptation, resource efficiency and urban resilience.

SUSTAINABLE & RESILIENT CITIES		SUB-PROGRAMME: CLIMATE CHANGE ADAPTATION		
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/not achieved	Comments (challenges and explanation of variance)
Climate change adaptation programme design	Engage with cities and review the status of their climate change adaptation from a broader perspective as well as just energy transition and nature-based solutions in the context of the cities	Completed programme design document for Sustainable & Resilient Cities	Achieved	
Urban Energy Network (UEN)	Convene UEN engagements	Convened UEN engagements	Achieved	

SUSTAINABLE & RESILIENT CITIES		SUB-PROGRAMME: RESOURCE EFFICIENCY		
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/not achieved	Comments (challenges and explanation of variance)
Resource efficiency programme design	Engage with cities and review the status of their resource efficiency from a broader perspective, as well as water resilience and waste management in the context of the cities	Completed programme design document for Sustainable & Resilient Cities	Achieved	
Water Resilient Cities Reference Group (RG)	Convene Water Resilient Cities RG engagements	Convened RG engagements	Achieved	

SUSTAINABLE & RESILIENT CITIES		SUB-PROGRAMME: URBAN RESILIENCE		
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/not achieved	Comments (challenges and explanation of variance)
Urban resilience programme design	Engage with cities and review status of their urban resilience from a broader perspective, and how to support cities to develop disaster mitigation and recovery strategies, plans and resilience strategies in the context of the cities.	Completed programme design document for Sustainable & Resilient Cities	Achieved	
Sustainability Learning Network (SLN)	Convene SLN engagements	Convened SLN engagements	Achieved	
Sustainability practices in cities	Showcase sustainability practices in cities	Launched micro-website and communication campaigns	Achieved	



INNOVATIVE CITIES

The programme's objectives are to support cities in developing and implementing long-term strategies by leveraging data and technology, involving their citizens and ensuring the implementation of the IUDF.

INNOVATIVE CITIES		SUB-PROGRAMME: LONG TERM CITY DEVELOPMENT STRATEGIES		
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/ not achieved	Comments (challenges and explanation of variance)
Long-term City Development Strategies (CDS) programme design	Engage with cities and review the status of their CDS from a broader perspective, as well as how to support cities to develop their CDS in the context of the city regions, metro scale and intermediary cities	Completed programme design document for Innovative Cities	Achieved	

INNOVATIVE CITIES		SUB-PROGRAMME: URBAN DATA INTELLIGENCE		
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/ not achieved	Comments (challenges and explanation of variance)
Urban data intelligence programme design	Engage with cities and review the status of their urban data intelligence from a broader perspective, as well as how to re-imagine SCODA and leverage big data and technology through partnerships and build better and smart cities for better citizen engagement	Completed programme design document for Innovative Cities	Achieved	



INNOVATIVE CITIES		SUB-PROGRAMME: MONITORING, EVALUATION AND REPORTING		
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/not achieved	Comments (challenges and explanation of variance)
Monitoring, evaluation and reporting programme design	Engage with cities and review the impact of SOCR from a broader perspective, as well as plan how to monitor, evaluate and report on the performance and conditions of cities in order to produce a half-term barometer and the next SOCR (five-year cycle)	Completed programme design document for Innovative Cities	Not achieved	Delay in production had a knock-on effect on the SOCR V's dissemination, evaluation and close-out reporting, and consequently the design and planning of SOCR VI. A plan is in place to expedite the completion of SOCR V and start planning of SOCR VI in Q1/Q2 of 2022/23.
Review of the impact of Covid-19 on cities	Produce a report to review the impact of Covid-19 on cities and develop a paper series, practice notes and toolkits on key topical issues affecting cities as a consequence of Covid-19. Priorities are to deliver research papers, static/kinetic infographics, practice notes, vox pop videos and engagements through webinars.	Completed report and facilitated engagements on research outcomes	Not achieved	Finding quality service providers for these papers was a challenge. However, eventually five papers were commissioned and work will be completed in Q1 of 2022/23.

INNOVATIVE CITIES		SUB-PROGRAMME: INTEGRATED URBAN DEVELOPMENT FRAMEWORK		
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/not achieved	Comments (challenges and explanation of variance)
IUDF Secretariat	Support cities to implement the IUDF	Coordinating IUDF implementation	Not achieved	The Memorandum of Understanding between SACN and COGTA has not yet been signed.
IUDF seed funding	Identify and coordinate prototype projects that display the levers of the IUDF and direct seed funding to implement the projects	Completed six funded projects, completed lessons learned report and facilitated engagements with funding recipients	Achieved	

GOVERNANCE, STRATEGY AND PARTNERSHIPS

This Unit's goal is to ensure a well-governed and sustainable organisation, which is able to mobilise resources from diverse sources and position itself as a credible thought leader and voice of cities through effective communication and advocacy. It has two sub-components: governance, strategy and partnerships, and communications, advocacy and fundraising.



GOVERNANCE, STRATEGY AND PARTNERSHIPS

This sub-component ensures that the organisation has a well-functioning Council and Board, enhanced internal controls, continued compliance, risk and financial management, proper performance management, and the right strategy and partnerships.

GOVERNANCE, STRATEGY AND PARTNERSHIPS		SUB-COMPONENT: GOVERNANCE, STRATEGY AND PARTNERSHIPS		
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/ not achieved	Comments (challenges and explanation of variance)
A well-managed and effective SACN Council and Board	<ul style="list-style-type: none"> Plan, coordinate and run effective Council and Board engagements and conduct joint meetings/integration sessions between Board and Council members (chairpersons) Conduct Board evaluations Convene Council engagements, to strengthen the functioning of the Council in relation to supporting the SACN programmatic work 	Number of meetings held as scheduled	Achieved	
Well-functioning internal controls	<ul style="list-style-type: none"> Develop a risk management strategy, continuously manage risk and hold internal risk management committee meetings 	Approved strategy and number of meetings held as scheduled	Achieved	
International relations programme	<ul style="list-style-type: none"> Convene a learning platform for international relations (IR) practitioners in cities 	Convened IR forum engagements	Achieved	
Stakeholder engagement and partner management	<ul style="list-style-type: none"> Implement city outreach by conducting in-person and virtual visits to the respective participating cities to foster good working relations Implement the stakeholder management evaluation and learning (MEL) framework, to support SACN's fundraising initiatives 	<ul style="list-style-type: none"> Developed stakeholder engagement plan Reports on engagements with partners and stakeholders 	Achieved	
Strategy accountability and reporting	<ul style="list-style-type: none"> Publish quarterly performance reports Develop Annual Report Conduct annual strategic planning Develop and implement SACN monitoring evaluation and learning (MEL) framework and related engagements. Develop MEL reporting template 	<ul style="list-style-type: none"> Published quarterly reports Approved Annual Report Convened strategic planning engagements Completed reporting template 	Achieved	



COMMUNICATIONS, ADVOCACY AND FUNDRAISING

Communications enhance the brand positioning and communicate the value offering to cities and partners; while advocacy amplifies the voice of cities through storytelling and informs policy reform and action; and fundraising secures the financial sustainability of the organisation in the next 3–5 years, by developing a diverse funding model and creating new funding streams.

GOVERNANCE, STRATEGY AND PARTNERSHIPS		SUB-COMPONENT: COMMUNICATIONS, ADVOCACY & FUNDRAISING		
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/not achieved	Comments (challenges and explanation of variance)
Communication strategy development	Develop a communication strategy based on the review outputs of the SACN team's media monitoring	Approved communication strategy	Achieved	
SACN's strategy communication	Conduct roadshow to convey SACN strategy to stakeholders	Number of strategy roadshows held	Achieved	
20-year anniversary	Mark the 20-year anniversary	Secure sponsorship and execute the 20-year anniversary project	Not achieved	Concept note presented and approved by Exco. In negotiation with prospective sponsorships (Gauteng Partnership Fund, DHS and Department of Agriculture, Land Reform and Rural Development).
Unique value offering	<ul style="list-style-type: none"> Conduct an eminence campaign to strengthen SACN team credibility to deliver the SACN value proposition Implement the SOCR project's communication strategy/plan Media partnerships 	Number of executed eminence campaigns	Achieved	
Innovative ways to disseminate knowledge	<ul style="list-style-type: none"> Develop and implement an annual dissemination plan for the work produced by the team Maintain and increase SACN's social media channels Create brand awareness: exhibitions and events Maintain quarterly newsletter Review branding collateral 	<ul style="list-style-type: none"> Approved dissemination plan Number of dissemination campaigns Published quarterly newsletter Completed branding collateral report 	Achieved	
Tailored and consistent messaging to partners and messaging for stakeholder engagement and public awareness-raising	<ul style="list-style-type: none"> Develop and implement an annual partner communication plan, an annual stakeholder engagement plan and public awareness based on the stakeholder and partnering framework Inform stakeholders about strategically important activities hosted by SACN and participating cities Monitor the media 	<ul style="list-style-type: none"> Developed stakeholder and partnership engagement (SPE) plan Produced reports on engagements with partners and stakeholders 	Achieved	

GOVERNANCE, STRATEGY AND PARTNERSHIPS		SUB-COMPONENT: COMMUNICATIONS, ADVOCACY & FUNDRAISING		
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/not achieved	Comments (challenges and explanation of variance)
Amplification of the city voice through storytelling	<ul style="list-style-type: none"> Engage/review matters within cities that require amplification and define a strategy to provide clear messaging Convene Communications Reference Group (RG) meeting Increase awareness of municipal activities and inform parties about programmes and partnerships Create synergy with participating city communicators 	Convened Communications RG	Achieved	
Steady growth of grants from local, international, philanthropic donors and funding through corporate partnerships and individual donations	<ul style="list-style-type: none"> Develop a funding strategy and a plan Engage with donors and philanthropic donors on the new strategy Secure funding agreements 	Secured funding agreements with donors	Achieved	
Income generation from SACN's own services and assets	Engage/review opportunities to provide services for revenue to the private and public sector and assess potential investment assets	Develop a list of opportunities and potential investment assets	Achieved	
Advocacy and policy research	<ul style="list-style-type: none"> Engage and review matters within cities that require policy reform and action; define a strategy to inform policy reform and amplify the voice of cities Organise policy dialogues Identify policy gaps and trends that require SACN's interventions Design and develop SACN's long-term research projects Develop policy positions on burning urban development and city management issues Develop framework and guidelines on policy, research and writing Develop and implement joint advocacy strategy with partners 	Developed and approved policy positions on urban development and implemented advocacy strategy	Not achieved	The first step to developing and implementing an advocacy strategy is to complete an advocacy toolkit. Engagements held with the Socio-Economic Rights Institute of South Africa, Social Justice Coalition, Isandla Institute, Development Action Group, Centre for Environmental Rights and Youth Lab to benchmark how they execute advocacy. Thematic areas for policy research and advocacy being identified.

FINANCE AND CORPORATE SUPPORT

The Finance and Corporate Support Unit provides financial and administrative support to the organisation.



CORPORATE SUPPORT

Corporate Support encompasses organisation-wide support activities such as human resources, legal and information technology (IT), and looking after internal and external customers. It supports Strategic Objective 4.

FINANCE AND CORPORATE SUPPORT		SUB-COMPONENT: CORPORATE SUPPORT		
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/not achieved	Comments (challenges and explanation of variance)
Internal and external audit	<ul style="list-style-type: none"> Conduct internal audit Conduct external audit 	<ul style="list-style-type: none"> Conducted internal audit Conducted external audit 	Achieved	
Human resources (HR)	<ul style="list-style-type: none"> Conduct monthly wellness campaigns Ensure compliance with all payment regulations of the Department of Labour Fill existing vacancies as per the approved structure Align individual scorecards and individual development plan with strategic plans Conduct facilitation and training in organisational strategy and performance management Workshop all policies and regulations Conduct development training 	<ul style="list-style-type: none"> Approved wellness campaigns Filled all vacancies 	Achieved	
Information technology (IT)	<ul style="list-style-type: none"> Monthly report on the status of IT across the business Disaster management plan for IT recovery Manage and ensure stability of IT infrastructure; provide IT tools to all employees 	Approved monthly report on status of IT	Achieved	
Supply chain management	<ul style="list-style-type: none"> Manage and report monthly on status (actual vs planned) of expenditure, payment policy and annual procurement plan, contracts and logistics Reconcile travel expenditure on a monthly basis 	Approved monthly reports on status (actual vs planned)	Achieved	
Office management	Ensure the office is clean, and the equipment needed is available; manage boardrooms, courier services, parking and employee register	Clean and well-functioning office	Achieved	



Finance's objectives support Strategic Objective 4.

FINANCE AND CORPORATE SUPPORT			SUB-COMPONENT: FINANCE	
Project title	What SACN will do in 2021/22	Outcome (how performance will be measured)	Achieved/not achieved	Comments (challenges and explanation of variance)
Maintaining core funding from participating cities and other Council Organisations.	Manage revenue by ensuring timely and 100% revenue collection from COGTA and participating cities	Invoiced cities and 100% of the revenue collected based on approved MOA funding amounts	Not achieved	85% of the revenue has been collected.
	Develop investment policy	Approved investment policy	Not achieved	Not completed due to further investigations through a market study that was conducted by Deloitte.
	<ul style="list-style-type: none"> Collect revenue from co-funding partner organisations as per signed agreements Collect and invoice donor funding as per signed agreements 	Invoiced and 100% of all funding collected from signed co-funding partner agreements and donor funding agreements	Not achieved	62.2% of all funding from signed co-funding partner agreements and donor funding agreements has been collected.
	Produce management reports on financial reviews and operational performance analysis on a monthly basis for review and approval by CEO and Exco	3-monthly management reports	Achieved	
	Ensure compliance with all payment regulations of SARS and submit income tax	<ul style="list-style-type: none"> 3-monthly submissions to SARS Mid-year income tax submission 	Achieved	

HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

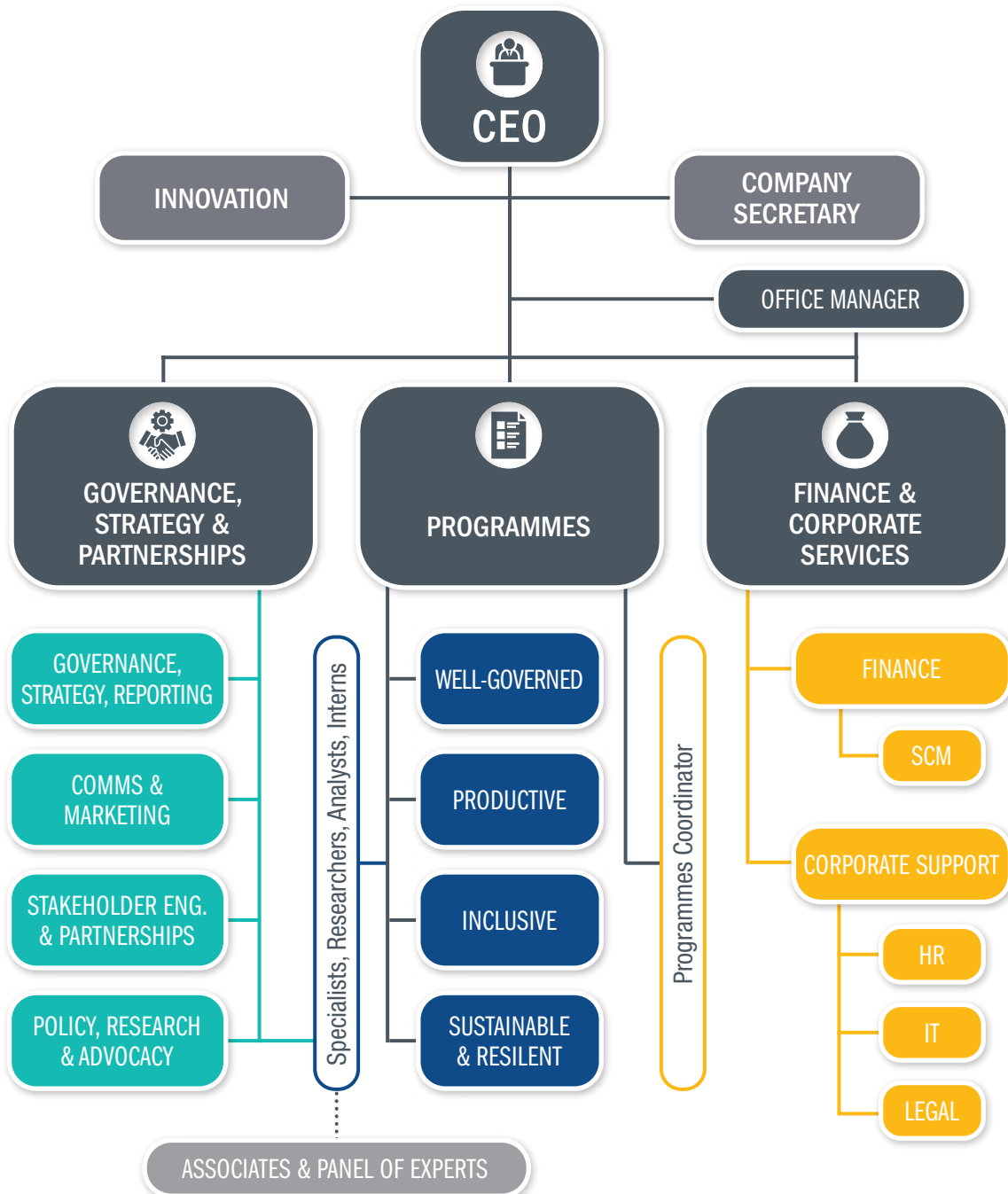
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ORGANISATIONAL STRUCTURE

The SACN has strengthened its capabilities in policy research, advocacy and fundraising, in support of the strategic shift towards co-creating and applying knowledge with cities and amplifying the collective voice of cities. All vacancies have been filled in the approved organisational structure (Figure 7). The Secretariat remains the same lean and focused structure, comprising professional, supportive and administrative posts under a CEO supported by three Executive Managers.

FIGURE 7 SACN's approved organisational structure



PERFORMANCE MANAGEMENT

Effective performance management, through both formal and informal processes, is essential to the SACN, and helps to align employees, resources and systems to meet the organisation's strategic objectives. Talented employees are key to the SACN's success, and performance management assists in tracking employee performance and assessing if they need extra support and are able to handle a higher-level training. The mid-year performance evaluations were in January/February, and the final performance evaluation in June/July. All performance evaluations were successfully concluded.

LEARNING AND DEVELOPMENT

The SACN supports a culture of constant development, as employee competencies are crucial for achieving the organisation's strategic objectives. Effective employee development requires a work environment that accommodates and encourages continuous learning, as having employees who are skilled and engaged leads to high job satisfaction, commitment and, therefore, retention.

TABLE 8 SACN training and development (July 2021–June 2022)

DATE	TRAINING	SERVICE PROVIDER	NO. OF ATTENDEES
05-Aug-21	Performance Management Refresher Training	ABS International	27
18-Aug-21	PG Diploma Innovation & Design Thinking	Emeritus Institute of Management	1
24-Feb-22	Facilitation Training	MONOWE	27
17-Mar-22	Business Development Management	GetSmarter (UCT)	1
12-May-22	Payroll Advance Policy Workshop	SACN Human Resources	28
13-May-22	Business Planning Workshop	Research Associates	28
31-May-22	POPIA Training	ENSafrica	28
09-Jun-22	Op-ed Training	Nielson Group	Programmes, GSP and Innovation Teams

EMPLOYMENT EQUITY

South Africa is one of the most culturally, racially and economically diverse countries in the world. To ensure that everyone enjoys equal opportunity and fair treatment in the workplace, the **Employment Equity Act, No. 55 of 1998** was enacted into law. SACN employees reflect all the demographics of the South African population broken down as follows:

TABLE 9 Demographics of SACN employees

RACE	GENDER	NUMBER
Black	Female	12
Black	Male	8
Indian	Female	4
Coloured	Female	1
Coloured	Male	1
White	Female	2
Total		28



ANNUAL FINANCIAL STATEMENTS

For the Year Ended 30 June 2022

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GENERAL INFORMATION

Country of incorporation and domicile	South Africa
Nature of business and principal activities	Rendering of professional services to government agencies and municipalities to promote good governance and management in South African cities.
Directors	Blanche Yolisa Kani Sithole Mabi Mangaliso Mbanga Ashraf Mohamed Adam Modjadji Melidah Malahlela Nontando Christine Zintle Ngamlana
Registered office	Joburg Metro Building 158 Civic Boulevard Braamfontein Johannesburg 2017
Business address	Joburg Metro Building 158 Civic Boulevard Braamfontein Johannesburg 2017
Postal address	P.O. Box 32160 Braamfontein Johannesburg 2017
Auditors	Mazars Registered Auditors
Level of assurance	These annual financial statements have been audited in compliance with the applicable requirements of the Companies Act of South Africa.
Preparer	The annual financial statements were internally compiled by: Sophia Hajee CA(SA) under the supervision of Yolisa Dambuza.

CONTENTS

The reports and statements set out below comprise the annual financial statements presented to the shareholder:

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The following supplementary information does not form part of the annual financial statements and is unaudited:

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Level of assurance

These annual financial statements have been audited in compliance with the applicable requirements of the Companies Act of South Africa.

Published

30 November 2022

DIRECTORS' RESPONSIBILITIES AND APPROVAL

The directors are required by the Companies Act of South Africa, to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities. The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the board of directors sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.



THE FOCUS OF RISK MANAGEMENT IN THE COMPANY IS ON IDENTIFYING, ASSESSING, MANAGING AND MONITORING ALL KNOWN FORMS OF RISK ACROSS THE COMPANY.

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The directors have reviewed the company's cash flow forecast for the year to 30 June 2023 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the company's annual financial statements. The annual financial statements have been examined by the company's external auditors and their report is presented on pages 59 to 62.

The annual financial statements set out on pages 63 to 81, which have been prepared on the going concern basis, were approved by the board of directors on 20 December 2022 and were signed on its behalf by:

Approval of financial statements

SITHOLE MABI MANGALISO MBANGA

“

... ANY SYSTEM OF INTERNAL FINANCIAL CONTROL CAN PROVIDE ONLY REASONABLE, AND NOT ABSOLUTE, ASSURANCE AGAINST MATERIAL MISSTATEMENT OR LOSS.



DIRECTORS' REPORT

The directors have pleasure in submitting their report on the annual financial statements of South African Cities Network (NPC) (SACN) and its associates for the year ended 30 June 2022.

1 Nature of business

The SACN was established in 2002 by the South African Minister for Department of Cooperative Governance and Traditional Affairs (former Department of Local Government) in collaboration with the Mayors of South Africa's largest cities and the South African Local Government Association (SALGA), as a non-profit company, with mandate 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 South African context; and
- Promote shared learning partnerships between different spheres of government to support the management of South African cities.

There have been no material changes to the nature of the company's business from the prior year.

2 Review of financial results and activities

The SACN is a not-for-profit voluntary membership organisation. In order to achieve its objectives, the SACN works with a broad range of organisations including national and provincial government, private sector organisations, universities and research institutes, regional and global networks dealing with city and urban issues and other non-governmental organisations. The financial statements have been prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa. The accounting policies have been applied consistently compared to the prior year.

The company recorded a loss after tax for the year ended 30 June 2022 of R(15 890 847). This represented a decrease of 780% from the profit after tax of the prior year of R2 336 756.

Company revenue decreased by 5% from R39 001 368 in the prior year to R37 054 925 for the year ended 30 June 2022.

Company cash flows from operating activities decreased from R(39 700) in the prior year to R(11 468 494) for the year ended 30 June 2022.

3 Directors

The directors in office at the date of this report are as follows:

DIRECTORS	OFFICE	DESIGNATION
Blanche Yolisa Kani	Chairperson	Non-executive Independent
Sithole Mabi Mangaliso Mbanga	Chief Executive Officer	Executive
Ashraf Mohamed Adam	Board member	Non-executive
Modjadji Melidah Malahlela	Board member	Non-executive
Nontando Christine Zintle Ngamlana	Board member	Non-executive

There have been no changes to the directorate for the period under review.

4 Events after the reporting period

The company has sought the advice of senior counsel from Bowmans with regards to the definition of the grant income as defined by the Value-Added Tax Act 89 of 1991. The senior counsel concluded in their report that the grant income is zero-rated. Based on the opinion received from Bowmans, SACN has submitted VAT returns from liability date of June 2014 and has raised penalties and interest per the VAT statement received from SARS, which also relates to prior period, see note 19. A VAT asset is disclosed in the financial statements per the VAT statement received from SARS per note 3. SARS has requested verification of the VAT returns submitted from 2014 till current year, however, at the time of signing the financials, SARS has not reviewed the VAT submissions made from 2014 till current.

The directors are not aware of any other material event which occurred after the reporting date and up to the date of this report.

5 Going concern

The directors believe that the company has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The directors have satisfied themselves that the company is in a sound financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements. The directors are not aware of any new material changes that may adversely impact the company. The directors are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the company.

The company is confident that funding from the current municipalities and COGTA is sufficient for the company to continue its operations as a going concern. Further grant funding is expected from COGTA for IUFD and DPW for the EPWP project. There is also funding expected from DHS and WRI. There is funding expected from US Embassy for the Urban safety project in the amount of R370k to be paid over three quarters in the new financial period. There is also funding of R738k expected from SALGABC to be paid fully by August 2022 and \$99k from GIZ.

6 Auditors

Mazars continued in office as auditors for the company for 2022.

7 Secretary

The company secretary is Bronwyn Osman.

8 Date of authorisation for issue of annual financial statements

The annual financial statements have been authorised for issue by the directors on Tuesday, 20 December 2022. No authority was given to anyone to amend the annual financial statements after the date of issue.

The annual financial statements set out on pages 63 to 81, which have been prepared on the going concern basis, were approved by the board of directors on 20 December 2022, and were signed on its behalf by:

Approval of financial statements

BLANCHE YOLISA KANI

Non-executive independent

Tuesday, 20 December 2022

SITHOLE MABI MANGALISO MBANGA

Executive

Tuesday, 20 December 2022



INDEPENDENT AUDITOR'S REPORT

To the Directors of South African Cities Network (NPC)

Opinion

We have audited the financial statements of South African Cities Network NPC set out on pages 63 to 79, which comprise the statement of financial position as at 30 June 2022, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of South African Cities Network NPC as at 30 June 2022, and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the company in accordance with the Independent Regulatory Board for Auditors' *Code of Professional Conduct for Registered Auditors* (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa.

The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter – VAT submissions by SARS still pending

We draw attention to note 4 in the Directors' Report as well as note 22 of the financial statements which indicates that the company has submitted VAT returns for all years of assessment since 2014 subsequent to the entity being registered for VAT. The entity is still awaiting the SARS assessment of these submissions. Our opinion is not modified in respect of this matter.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the document titled "South African Cities Network NPC Annual Financial Statements for the ended 30 June 2022", which includes the Directors' Report, as required by the Companies Act of South Africa. The other information does not include the financial statements and our auditor's reports thereon.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The directors are responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is included in the Appendix to this auditor's report. This description, which is located on page 62, forms part of our auditor's report.



MAZARS

PARTNER: DANIEL TEKIE

Registered Auditor

20 December 2022 Pretoria

Registered Auditor – A firm of Chartered Accountants (SA) • IRBA Registration Number 900222

PARTNERS: MV Ninan (CEO), SJ Adlam, HL Burger, JC Combrink, GJ De Beer, G Deva, Y Dockrat, JJ Eloff, MH Fisher, J Kasan, D Keeve, N Mayat, R Murugan, MV Patel, N Ravele, L Roeloffze, E Sibanda, MR Snow, DM Tekie, S Truter, S Vorster

A full list of national partners is available on request or at www.mazars.co.za

Appendix

Auditor's Responsibilities for the Audit of the Financial Statements

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2022

Figures in Rand	Notes	2022	2021 (Restated)
ASSETS			
Non current assets		799 866	745 275
Property, plant and equipment	2	799 866	745 275
Current assets		25 066 340	38 834 140
Trade and other receivables	3	5 297 030	7 133 980
Cash and cash equivalents	4	19 769 310	31 700 160
Total assets		25 866 206	39 579 415
EQUITY AND LIABILITIES			
Equity		18 659 491	34 550 338
Retained income		18 659 491	34 550 338
Current Liabilities		7 206 715	5 029 077
Trade and other payables	5	6 166 473	3 101 036
Deferred income	6	1 040 242	1 928 041
TOTAL EQUITY AND LIABILITIES		25 866 206	39 579 415

STATEMENT OF COMPREHENSIVE INCOME

Figures in Rand	Notes	2022	2021 (Restated)
Revenue	7	37 054 925	39 001 369
Other income	9	565 479	178 319
Operating expenses		(54 352 479)	(37 897 234)
OPERATING (LOSS) PROFIT	10	(16 732 075)	1 282 454
Investment revenue	13	841 228	1 054 302
TOTAL COMPREHENSIVE LOSS FOR THE YEAR		(15 890 847)	2 336 756

STATEMENT OF CHANGES IN EQUITY

Figures in Rand	Retained income	Total equity
BALANCE AT 01 JULY 2020	14 402 742	14 402 742
Restatement*	17 810 840	17 810 840
BALANCE AS AT 01 JULY 2020 (RESTATED)	32 213 582	32 213 582
Total comprehensive income for the year restated	2 336 756	2 336 756
Loss for the year	(994 295)	(994 295)
Restatement*	3 331 051	3 331 051
BALANCE AS AT 01 JULY 2021 (RESTATED)	34 550 338	34 550 338
Total comprehensive loss for the year	(15 890 847)	(15 890 847)
BALANCE AT 30 JUNE 2022	18 659 491	18 659 491

*Please refer to Note 19 - Prior Period Errors for the details on the restatement

STATEMENT OF CASH FLOWS

Figures in Rand	Notes	2022	2021
Cash flows from operating activities			
Cash used in operations	16	(12 309 722)	(1 094 002)
Interest income		841 228	1 054 302
Net cash from operating activities		(11 468 494)	(39 700)
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(462 356)	(79 730)
Total cash movement for the year		(11 930 850)	(119 430)
Cash at the beginning of the year		31 700 160	31 819 587
TOTAL CASH AT END OF THE YEAR	4	19 769 310	31 700 157

ACCOUNTING POLICIES

1 Basis of preparation and summary of significant accounting policies

The annual financial statements have been prepared on a going concern basis in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and the Companies Act of South Africa. The annual financial statements have been prepared on the historical cost basis and incorporate the principal accounting policies set out below. They are presented in South African Rands.

These accounting policies are consistent with the previous period.

1.1 Significant judgements and sources of estimation uncertainty

Critical judgements in applying accounting policies

Management is required to make critical judgements in applying accounting policies from time to time. The judgements, apart from those involving estimations, that have the most significant effect on the amounts recognised in the annual financial statements, are outlined as follows:

Key sources of estimation uncertainty

Useful lives of property, plant and equipment

The company reviews the estimated useful lives of property, plant and equipment when changing circumstances indicate that they may have changed since the most recent reporting date. During the current year, the directors determined that the useful lives of certain items of surveillance equipment should be shortened, due to developments in technology.

Impairment testing

The company reviews and tests the carrying value of property, plant and equipment, on the cost model when events or changes in circumstances suggest that the carrying amount may not be recoverable. When such indicators exist, management determine the recoverable amount by performing value in use and fair value calculations. These calculations require the use of estimates and assumptions. When it is not possible to determine the recoverable amount for an individual asset, management assesses the recoverable amount for the cash generating unit to which the asset belongs.

1.2 Property, plant and equipment

Property, plant and equipment is initially measured at cost.

Cost includes costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the company and the cost can be measured reliably. Day to day servicing costs are included in profit or loss in the period in which they are incurred.

Property, plant and equipment is subsequently stated at cost less accumulated depreciation and any accumulated impairment losses, except for land which is stated at cost less any accumulated impairment losses.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the company.

The useful lives of items of property, plant and equipment have been assessed as follows:

ITEM	DEPRECIATION METHOD	AVERAGE USEFUL LIFE
Furniture and fixtures	Straight line	6 years
Office equipment	Straight line	5 years
IT equipment	Straight line	3 years

When indicators are present that the useful lives and residual values of items of property, plant and equipment have changed since the most recent annual reporting date, they are reassessed. Any changes are accounted for prospectively as a change in accounting estimate.

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss is recognised immediately in profit or loss to bring the carrying amount in line with the recoverable amount.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in profit or loss when the item is derecognised.

1.3 Financial instruments

Initial measurement

Financial instruments are initially measured at the transaction price (including transaction costs except in the initial measurement of financial assets and liabilities that are measured at fair value through profit or loss) unless the arrangement constitutes, in effect, a financing transaction in which case it is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Derecognition

The company derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or when it transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred.

Financial instruments at amortised cost

These include loans, trade receivables and trade payables. Those debt instruments which meet the criteria in section 11.8(b) of the standard, are subsequently measured at amortised cost using the effective interest method. Debt instruments which are classified as current assets or current liabilities are measured at the undiscounted amount of the cash expected to be received or paid, unless the arrangement effectively constitutes a financing transaction.

At each reporting date, the carrying amounts of assets held in this category are reviewed to determine whether there is any objective evidence of impairment. If there is objective evidence, the recoverable amount is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

Financial instruments at fair value

All other financial instruments, including equity instruments that are publicly traded or whose fair value can otherwise be measured reliably, without undue cost or effort, are measured at fair value through profit and loss.

If a reliable measure of fair value is no longer available without undue cost or effort, then the fair value at the last date that such a reliable measure was available is treated as the cost of the instrument. The instrument is then measured at cost less impairment until management are able to measure fair value without undue cost or effort.

1.4 Tax

Current tax assets and liabilities

Current tax for current and prior periods is, to the extent unpaid, recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset.

This entity is a non-profit organisation and, as a result tax is not levied on any profit.

1.5 Impairment of assets

The company assesses at each reporting date whether there is any indication that property, plant and equipment may be impaired.

If there is any such indication, the recoverable amount of any affected asset (or group of related assets) is estimated and compared with its carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

If an impairment loss subsequently reverses, the carrying amount of the asset (or group of related assets) is increased to the revised estimate of its recoverable amount, but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset (or group of assets) in prior years. A reversal of impairment is recognised immediately in profit or loss.

1.6 Prior period errors

All material prior period errors will be corrected retrospectively by:

- Restating the comparative amounts for the prior period(s) presented in which the error occurred or
- If the error occurred before the earliest prior period presented, restating the opening balances of assets, liabilities and equity for the earliest prior period presented.

1.7 Employee benefits

Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as leave pay and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

1.8 Provisions and contingencies

Provisions are recognised when the company has an obligation at the reporting date as a result of a past event; it is probable that the company will be required to transfer economic benefits in settlement; and the amount of the obligation can be estimated reliably.

Provisions are measured at the present value of the amount expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as interest expense.

Provisions are not recognised for future operating losses.

1.9 Revenue: Government grants

Grants that do not impose specified future performance conditions are recognised in income when the grant proceeds are receivable.

Grants that impose specified future performance conditions are recognised in income only when the performance conditions are met.

Grants received before the revenue recognition criteria are satisfied are recognised as a liability. Grants are measured at the fair value of the asset received or receivable.

1.10 Revenue: Subscriptions

Service revenue is recognised by reference to the stage of completion of the transaction at the end of the reporting period. The stage of completion is determined by surveys of work performed. When the outcome of a transaction involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable.

Interest is recognised, in profit or loss, using the effective interest rate method.

Deferred income and government grants are recognised until such time as the services are rendered or the grant's performance conditions are met, the grant is recognised as deferred income in the statement of financial position.

1.11 Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred.

1.12 Foreign exchange

Foreign currency transactions

Exchange differences arising on monetary items are recognised in profit or loss in the period in which they arise.

1.13 Related parties

A related party is related to an entity if any of the following situations apply to it:

- individual control/significant influence: The party is controlled or significantly influenced by a member of key management personnel or by a person who controls an entity.

Key management: The party is a member or an entity's or its parent's key management personnel.

All transactions entered into with related parties are under terms no more favourable than those with third parties.

1.14 Events after the reporting date

Events after the reporting date are those events, favourable and unfavourable that occur between the end of the reporting period and the date when the financial statements are authorised for issue.

Amounts recognised in the financial statements shall be adjusted to reflect the adjusting events after the reporting period. Non-adjusting events after the reporting period will not be adjusted in the financial statements.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

2 Property, plant and equipment

	2022			2021		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Furniture and fixtures	642 875	(274 008)	368 867	642 875	(166 862)	476 013
Office equipment	67 696	(38 841)	28 855	54 484	(46 725)	7 759
IT equipment	1 092 724	(690 580)	402 144	785 059	(523 556)	261 503
Total	1 803 295	(1 003 429)	799 866	1 482 418	(737 143)	745 275

Reconciliation of property, plant and equipment – 2022

	Opening balance	Additions	Disposals	Depreciation	Closing balance
Furniture and fixtures	476 013	–	–	(107 146)	368 867
Office equipment	7 759	28 502	(4 119)	(3 287)	28 855
IT equipment	261 503	433 854	(6 716)	(286 497)	402 144
	745 275	462 356	(10 835)	(396 930)	799 866

Reconciliation of property, plant and equipment – 2021

	Opening balance	Additions	Depreciation	Closing balance
Furniture and fixtures	583 324	–	(107 311)	476 013
Office equipment	10 417	–	(2 658)	7 759
IT equipment	432 759	79 730	(250 986)	261 503
	1 026 500	79 730	(360 955)	745 275

3 Trade and other receivables

	2022	2021
Trade receivables	1 000 000	4 165 426
Staff advances	1 584 549	1 676 994
Prepayments	3 226	90 346
Deposits	790	790
VAT	2 500 907	1 200 424
Accrued income	207 558	–
	5 297 030	7 133 980

4 Cash and cash equivalents

	2022	2021
Cash and cash equivalents consist of:		
Cash on hand	547	1 500
Bank balances	581 031	1 352 156
Investment accounts	19 187 732	30 346 504
	19 769 310	31 700 160

5 Trade and other payables

	2022	2021
Trade payables	1 740 923	558 080
Accrued leave pay	1 037 178	456 922
Accrued bonus	1 583 105	758 762
Payroll accruals	1 021 551	1 318 272
Accrued expense	783 716	9 000
	6 166 473	1 928 041

6 Deferred income

	2022	2021
Deferred income	1 040 242	1 928 041

This income relates to income received from donors to be utilised on multi-year projects. At the end of the financial year, income not utilised has been deferred.

7 Revenue

Figures in Rand	2022	2021
Buffalo City Metropolitan Municipality	4 627 270	3 665 620
City of Ekurhuleni	4 036 221	3 520 674
eThekweni Municipality	4 627 270	3 865 621
City of Johannesburg	4 627 270	3 865 621
Mangaung Metropolitan Municipality	4 627 270	3 865 621
Nelson Mandela Bay Metropolitan Municipality	4 000 000	3 609 776
City of Tshwane	–	3 665 620
Correction to subscription income	–	2 629 655
Grants	10 509 624	10 313 160
	37 054 925	39 001 368

8 Grants

Figures in Rand	2022	2021
Department of Cooperative Governance and Traditional Affairs	8 161 000	7 512 000
Giz Income	533 558	367 100
Grant - AFD	–	505 743
Grant Income - EPWP	788 173	560 470
Grant - DHS	574 658	–
COGTA - IUDF	452 235	1 367 847
	10 509 624	10 313 160

9 Other income

Figures in Rand	2022	2021
Profit on exchange differences	135 111	–
Interest received Loans	72 309	–
Discount received	475	1
Recoveries	224 121	178 318
Other income – WRI	133 463	–
	565 479	178 319

10 Operating (loss) profit

Figures in Rand	2022	2021
Operating (loss) profit for the year is stated after accounting for the following amongst others:		
Loss on disposal of property, plant and equipment	10 835	–
(Loss) profit on exchange differences	135 111	(21 732)
Depreciation on property, plant and equipment	396 930	360 955
Employee costs	26 883 988	19 980 686
Research associate costs	2 373 095	–

11 Employee cost

Figures in Rand	2022	2021
EMPLOYEE COSTS		
Basic	24 732 766	19 629 590
Bonus	1 583 105	(17 832)
Leave pay provision	568 117	368 928
	26 883 988	19 980 686

12 Depreciation

Figures in Rand	2022	2021
The following items are included within depreciation, amortisation and impairments:		
DEPRECIATION		
Property, plant and equipment	396 930	360 957

13 Investment revenue

Figures in Rand	2022	2021
INTEREST REVENUE		
Bank	841 228	983 007
Loans to directors, managers and employees	–	71 294
	841 228	1 054 301

14 Taxation

No provision of income tax was made as the company qualified for exemption from income tax in terms of section 10(1)(cN) as read with section 30 of the Income Tax Act.

15 Auditor's remuneration

Figures in Rand	2022	2021
Fees	381 546	563 084
Consulting	229 486	246 386
	611 032	809 470

16 Cash used in operations

Figures in Rand	2022	2021
(Loss) profit before taxation	(15 890 847)	2 336 756
ADJUSTMENTS FOR:		
Depreciation	396 930	360 955
Loss on sale of assets	10 835	–
Interest received	(841 228)	(1 054 302)
CHANGES IN WORKING CAPITAL:		
Trade and other receivables	1 836 950	2 001 257
Trade and other payables	3 065 437	(3 935 351)
Deferred income	(887 799)	(803 317)
	(12 309 722)	(1 094 002)

17 Related parties

Relationships

Partners	Department of Cooperative Governance and Traditional Affairs Department of Public Works
Members	City of Ekurhuleni City of Tshwane eThekweni Municipality Buffalo City Metropolitan Municipality Mangaung Metropolitan Municipality Nelson Mandela Bay Metropolitan Municipality City of Johannesburg
Members of key management	Sithole Mabi Mangaliso Mbanga (Refer to Note 18) Yolisa Dambuza Luncedo Njezula Nosipho Hlatshwayo

Figures in Rand	2022	2021
Related party balances		
Amounts included in Trade receivable regarding related parties		
Mangaung Metropolitan Municipality	–	4 264 222
Related party transactions		
Grants received		
Department of Cooperative Governance and Traditional Affairs	8 161 000	7 512 000
Department of Public Works	788 173	560 470
Subscriptions received		
City of Ekurhuleni	4 036 221	3 520 674
City of Tshwane	–	3 665 620
eThekweni Municipality	4 627 270	3 865 621
Buffalo City Metropolitan Municipality	4 627 270	3 665 620
Mangaung Metropolitan Municipality	4 627 270	3 865 621
City of Johannesburg	4 627 270	3 865 621
Nelson Mandela Bay Metropolitan Municipality	4 000 000	3 609 776
Compensation paid to key management		
L. Njezula	2 010 130	1 872 570
S. Joseph	–	285 318
Y. Dambuza	2 038 495	1 833 206
N. Hlatshwayo	1 602 097	–
Advances made to directors and key management		
S.M.M.Mbanga	694 185	724 809
Y. Dambuza	687 387	698 804
L. Njezula	–	60 639

18 Directors' remuneration

EXECUTIVE

	Emoluments	Travel Allowance	Total
2022			
Sithole Mabi Mangaliso Mbanga	2 929 315	96 000	3 025 315
2021			
Sithole Mabi Mangaliso Mbanga	3 969 088	96 000	4 065 088

NON-EXECUTIVE

	Directors' fees	Total
2022		
Blanche Yolisa Kani	67 500	67 500
Ashraf Mohamed Adam	87 500	87 500
Modjadji Melidah Malahlela	62 500	62 500
Nontando Christine Zintle Ngamlana	74 000	74 000
	291 500	291 500
2021		
Blanche Yolisa Kani	82 000	82 000
Ashraf Mohamed Adam	82 000	82 000
Modjadji Melidah Malahlela	74 000	74 000
Nontando Christine Zintle Ngamlana	98 000	98 000
	336 000	336 000

19 Prior period errors

The entity had paid out bonuses in the current year pertaining to prior period employees' performances but has not raised a provision for bonuses.

The entity has registered for VAT in the current year and has therefore incurred penalties and interest in prior years for late submission of VAT returns. The entity also provided for VAT on non-vatable income streams and this needed to be reversed in prior years. The company failed to provide for input VAT claims on expense items for prior years for which they could have claimed VAT.

The correction of the error(s) results in adjustments as follows:

Figures in Rand	2022	1 July 2021
Statement of Financial Position		
Decrease in VAT Liability	4 089 811	17 810 840
Increase in Provision for Bonus	(758 762)	–
Increase in retained earnings	–	(17 810 840)
Profit or Loss		
Increase in bonus	758 762	–
Decrease in expenses	(1 460 156)	–
Increase in revenue	(2 629 655)	–

20 Categories of financial instruments

Figures in Rand	Notes	2022	2021
Debt instruments at amortised cost			
Trade and other receivables	3	2 792 107	5 842 420
Cash and cash equivalents	4	19 769 310	31 700 160
		22 561 417	37 542 580
Financial liabilities at amortised cost			
Increase in bonus	5	1 740 923	558 080

21 Going concern

We draw attention to the fact that at 30 June 2022, the company had accumulated gains of R (18 659 491) and that the company's total assets exceed its liabilities by R 18 659 491.

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The ability of the company to continue as a going concern is dependent on a number of factors. The most significant of these is that the directors continue to procure funding for the ongoing operations for the company.

The directors believe that the company has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The directors have satisfied themselves that the company is in a sound financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements. The directors are not aware of any new material changes that may adversely impact the company. The directors are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the company.

The company is confident that funding from the current municipalities and COGTA is sufficient for the company to continue its operations as a going concern. Further grant funding is expected from COGTA for IUDF and DPW for the EPWP project. There is funding expected from US Embassy for the Urban safety project in the amount of R370k to be paid over a three quarters in the new financial period. There is also funding of R738k expected from SALGABC to be paid fully by August 2022 and \$99k from GIZ.

22 Events after the reporting period

The company has sought the advice of senior counsel from Bowmans with regards to the definition of the grant income as defined by the Value-Added Tax Act 89 of 1991. The senior counsel concluded in their report that the grant income is zero-rated. Based on the opinion received from Bowmans, SACN has submitted VAT returns from liability date of June 2014 and has raised penalties and interest per the VAT statement received from SARS, which also relates to prior period, see note 19.. A VAT asset is disclosed in the financial statements per the VAT statement received from SARS per note 3. SARS has requested verification of the VAT returns submitted from 2014 till current year, however, at the time of signing the financials, SARS has not reviewed the VAT submissions made from 2014 till current.

The directors are not aware of any other material event which occurred after the reporting date and up to the date of this report.

STATEMENT OF FINANCIAL PERFORMANCE

Figures in Rand	Notes	2021	2020
REVENUE			
Subscriptions received		26 545 301	28 688 209
Grants	8	10 509 624	10 313 160
	7	37 054 925	39 001 369
OTHER INCOME			
	9		
Interest received – Loans		72 309	–
Discount received		475	1
Recoveries		224 121	178 318
Other income – WRI		133 463	–
Profit on exchange differences		135 111	–
		565 479	178 319
EXPENSES			
		(54 352 479)	(37 897 234)
Auditors remuneration	15	(611 032)	(809 469)
Bad debts		(5 300 443)	(122 568)
Bank charges		(25 248)	(24 481)
Board and Board Committees		(437 319)	(900 789)
CEO Strategic engagements		(1 032 234)	–
Communications		(2 801 388)	(2 086 861)
Depreciation	12	(396 930)	(360 955)
Employee costs	11	(26 883 988)	(19 980 686)
Expenses – VAT		–	1 460 156
Governance		(643 247)	(3 432 992)
Inclusive cities		(1 398 375)	(2 720 069)
Information Technology		(332 201)	(920 519)
Innovation		(2 396 915)	(3 254 563)

Figures in Rand	Notes	2021	2020
Insurance		(69 671)	(56 753)
Interest – SARS		(2 681)	–
Internal Audit		(201 115)	(85 790)
Legal expenses		(208 795)	(247 509)
NRF Chairs		(2 680 000)	–
Office Consumables		(119 505)	(119 993)
Organisational Development		(813 005)	(750 751)
Placement fees		(521 727)	(171 372)
Printing and stationery		(117 008)	(119 234)
Productive cities		(1 199 874)	(704 227)
Loss on exchange differences		–	(21 732)
Profit and loss on sale of assets and liabilities		(10 835)	–
Research Associate costs		(2 373 095)	–
Research, Policy and Advocacy		(135 000)	(165 293)
SARS – Penalties		(143 199)	–
Stakeholder Relations		(717 540)	(526 429)
Sustainable and Resilient Cities		(374 828)	(475 345)
Telephone and fax		(700 266)	(627 858)
Travel – local		(1 221 223)	(306 087)
Well-governed Cities		(446 057)	(365 065)
Whistleblowing		(37 735)	–
Operating (loss) profit	10	(16 732 075)	1 282 454
Investment income	13	841 228	1 054 302
Total comprehensive (loss) income for the year		(15 890 847)	2 336 756



ANNEXURE:

Catalogue of Research Outputs and Engagements 2021/22

7



RESEARCH OUTPUTS



READ THE FULL REPORT HERE



State of South African Cities Report 2021/22

The State of Cities Report (SOCR) contributes essential urban intelligence, raises the profile of the urban agenda in the national development discourse and informs strategic urban policy, planning and decision-making processes. It also serves as an agenda-setter for the new five-year administrations ushered in following the local government elections in November 2021.

The SOCR is the SACN's flagship publication that presents a five-year perspective on the performance of South Africa's largest cities. The SOCR journey has been one of evolutionary learning, an iterative process over two decades of experimentation, learning and adjustments along the way. The report is borne out of a close collaborative relationship among the country's urban actors across all spheres of life.

The report covers nine South African cities: Buffalo City Metropolitan Municipality, City of Cape Town, City of Ekurhuleni, City of Joburg, City of Tshwane, eThekweni Metropolitan Municipality, Mangaung Metropolitan Municipality, Msunduzi Local Municipality and Nelson Mandela Bay Metropolitan Municipality.

Like previous SOCRs, the fifth edition:

- Reflects on the state of South African urban performance (2016–2021).
- Analyses how South African cities have addressed challenges, utilised opportunities, and effected change during this period.
- Communicates essential messages about what will be required from all urban stakeholders, particularly incoming city administrations, in the immediate future and beyond.





The State of the EPWP in South African Cities 2020/21

Cities are central to the implementation of the EPWP, which has become ever more relevant within the city context. Urban migration has increased the demand for jobs within cities, a demand which has not been adequately met, and socio-economic vulnerability and poverty can no longer be viewed as predominantly rural issues. The report presents and analyses the progress made by cities in implementing the EPWP in 2020/21, and examines the successes, challenges and shared learnings across cities towards continuous improvement.

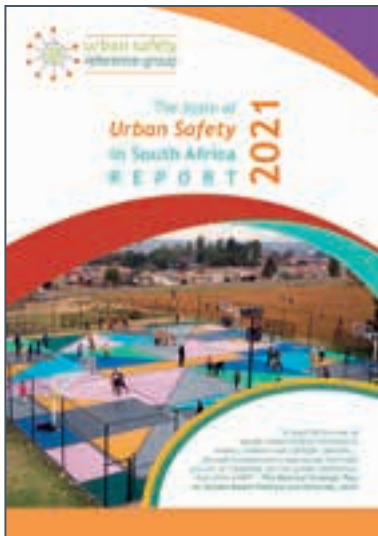
The report captures the progress of the Expanded Public Works Programme (EPWP) in cities and the innovation and learning that have emerged through the SACN-EPWP Reference Group for the period 1 April 2020–31 March 2021. The EPWP is a government-led public works programme providing social protection, through temporary work opportunities, to a significant number of unemployed South Africans. The SACN-EPWP Reference Group, which is a collaboration between the SACN, its member cities and the Department of Public Works and Infrastructure, is a forum facilitating knowledge exchange and shared learning towards the successful implementation of EPWP in South African cities.

Through the productive work of participants, the EPWP contributes to three core outcomes: social protection (income), employment and skills development, and the provision of public assets and services. In 2020/21, the EPWP created 938 688 work opportunities through 13 496 projects, which translates into a total of R9.3 billion as income support to EPWP participants.



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The State of Urban Safety in South Africa Report 2021



The report offers a longitudinal and comparative view of crime and violence indicators in the nine cities, contributes to evidence-based decision-making and provides a unique monitoring and evaluation tool within the local government space. Using examples of innovation and collaboration, the report demonstrates that real change is possible through localised partnerships, co-creation, and an all-of-society approach to urban safety. It also highlights that building better, safer cities requires institutional mechanisms for implementation and cross-cutting, integrated responses and all-of-society models in building better, safer cities.

The report provides an update on the state of crime and violence in South Africa's major cities (Johannesburg, Cape Town, eThekweni, Ekurhuleni, Tshwane, Nelson Mandela Bay, Mangaung, Buffalo City and Msunduzi) for 2020/21 and for the period 2005/06–2020/21, reflecting on work being done to improve and refine the crime and violence indicators in order to enhance reporting and support evidence-based, city-wide safety planning. It also summarises city practices, highlighting challenges and partnerships, and shares peer-to-peer learning, advocacy and knowledge application activities undertaken by USRG members. The report brings to the fore pockets of excellence that are found in each of the nine cities, where local officials are working to build social cohesion and address urban safety.

Two policy briefs were also produced during the year (standalone and included as an Annexure to the State of Urban Safety in South Africa Report).

Urban Safety Brief No. 1/2022 tests the five main perceptions that drive the use of CCTV, while Urban Safety Brief No. 2/2022 explores the potential of EPWP projects to promote urban safety and prevent violence, and both briefs offer recommendations for municipalities.

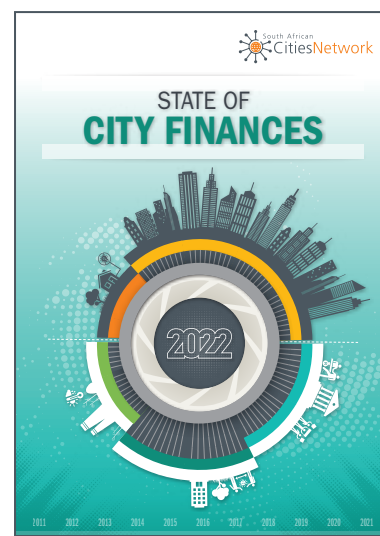




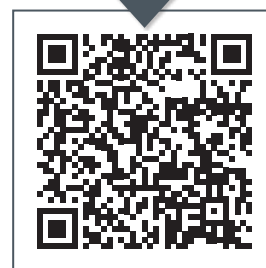
State of City Finances 2022

The State of City Finances (SOCF) Report 2022 analyses municipal finances over two local government administrative terms: 2011–2016 and 2016–2021, following the watershed local government election of 2016 when political control of some metropolitan municipalities changed for the first time.

The SOCF Report is one of the flagship publications of the SACN. As with previous editions (in 2011, 2013, 2015, 2018 and 2020), this sixth SOCF Report examines the finances of the biggest cities in South Africa: Buffalo City, Cape Town, eThekweni, Ekurhuleni, Johannesburg, Mangaung, Msunduzi, Nelson Mandela Bay and Tshwane. In a significant departure from previous reports and recognising that city finances are affected by national policy choices and global economic trends, the report begins by outlining the major events that affected cities and their impact. In telling the 10-year story of municipal finances, it describes the governance environment that shaped city budgets, to extract lessons from that experience, and suggests a policy agenda to ensure the sustainability of municipal finances into the future.



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City Diplomacy Papers: Volume 2



The objective of this working paper series is to inform and encourage city stakeholders to engage critically on the meaning of city diplomacy, and to translate this understanding into practice. The papers are aimed at city practitioners engaged in international relations; local, provincial and national government departments, researchers and academics, as well as business and civil society.

The second volume comprises four papers that look at different aspects of city diplomacy:

- “City diplomacy through the lens of national diplomacy” uses four foreign diplomatic missions in South Africa (Denmark, the Netherlands, the United Kingdom and France) to explore potential links to city diplomacy through national programmes of the four selected foreign missions. It provides lessons on how cities could leverage city diplomacy for urban development and reflects on the benefits of city diplomacy for both cities and the country.
- “A guide to implementing city-to-city cooperation and learning in South Africa” examines city-to-city (C2C) learning and proposes a three-phase framework for guiding South African C2C cooperation. It provides ten lessons and five recommendations for maximising C2C learning, including taking advantage of online resources made available by the United Cities and Local Government (UCLG’s) Learning Forum.
- “City diplomacy and climate change” explores the experiences of three cities (eThekweni, Johannesburg and Cape Town) in accessing climate change financing and developing climate action plans. These experiences serve as useful learning tools for other metros embarking on resilience planning, providing them with a template to understand what funders are looking for and ways of leveraging national government’s access to international funding and private sector investment.
- “City diplomacy and smart cities: exploiting data for development” discusses the approach to data-driven development in South African cities and explores the challenges faced by cities, as they seek to derive developmental value from their data. It highlights that cities need to engage players across international borders, to harness data most effectively, and to understand data governance norms, cybersecurity and technology standards, which are issues that are at the heart of global diplomacy on data governance.



(Re)skilling Tomorrow's Workforce:

Leveraging the EPWP for inclusion of youth and persons with disabilities in the digital and green economies

The report considers ways of increasing the number of vulnerable people participating in the EPWP in the digital and green economies, which also would address environmental degradation. With growing interest in the green economy, new jobs are being created but require new skills, and currently there is a worldwide green-skills gap.

Since its implementation, the EPWP has offered social protection, through income and skills development, to millions of people but has failed to target deliberately vulnerable groups, particularly the youth and people with disabilities. The participation of these vulnerable groups have been further affected by the Covid-19 pandemic and the changing nature of work. The research findings highlight avenues for intervention in the digital and green economies, and underscore the need to design programmes based on an understanding of the vulnerable groups' personal and social environment, as well as the importance of training and partnerships.



READ THE FULL REPORT HERE



Urban Resilience in South African Cities: Strategy Framework and Implementation Guide

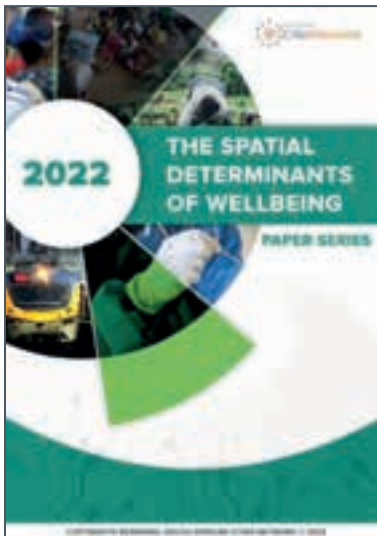
The Strategy Framework and Implementation Guide is intended as guidelines and a point of departure for cities to develop their own resilience strategies that bring together various ecosystem partners.

The report has two parts. Part 1 identifies and interrogates the opportunities presented by shocks and crises for developing bottom-up city-led urban resilience strategies, provides an overview of urban resilience policy and literature, an overview of the resilience approaches of metros in South Africa and recommendations to inform the development of an urban resilience strategy. Part 2 is the Strategy Framework and Implementation Guide that includes details of possible interventions, including the type of shock or stress, timeframe, resilience value and quality, and the link to resilience themes related to the SACN's focus areas.



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The Spatial Determinants of Wellbeing: Paper Series



The objective of these papers is to draw clear linkages between space and various themes, including education, health, crime and violence, and food security, and to establish how space can differentiate, pre-determine or determine the quality of urban livelihoods and wellbeing. Understanding these factors is crucial for enabling the SACN to support metros in pursuing the right practices and actions to influence positive change.

The second volume comprises six papers that explore space in relation to various themes:

- “Space, public transport and decent work” looks at the impact of the decline in Metrorail service quality in Cape Town, where rail was traditionally a popular and affordable mode of public transport. The paper recommends that national government improve Metrorail’s funding (which has declined in real terms) and that policymakers make passenger rail in cities a priority.
- “Erasing spatial inequalities in early childhood development” highlights the importance of quality early childhood development (ECD) programmes in mitigating inequalities in early childhood and of co-creating public spaces for children in addressing spatial inequality. It recommends including ECD and space in the training of planners, supporting ECD centre- and non-centre-based programmes to achieve compliance, and developing local solutions through collaboration between civil society and local government.
- “A geographical perspective on gendered violence in Khayelitsha” examines the vulnerabilities of ‘othered’ bodies, spatial wellbeing and the built environment. It recommends that urban spatial investments should target decreasing the vulnerability of the ‘othered’ body, through developing safe community spaces, safety-oriented urban design, cultural awareness programmes and economic empowerment programmes.
- “Rethinking the community centre to build neighbourhood wellbeing” looks at how neighbourhood wellbeing can be improved through rethinking the

community centre. It argues that community facilities should be viewed as flexible infrastructure and adaptable resources, which help citizens meet their daily challenges and approach a state of wellbeing.

- “Finding opportunities in the COVID-19 crisis” examines best practices in relation to the ‘forgotten agents’ – those people (e.g., security guards, homeless people, householders, informal workers) who enable cities to function smoothly but have limited choices for where they live. It finds that short-term emergency responses are necessary but must be followed by designing pandemic-resilient settlements and making adequate public transport available.
- “Hack the System: Farming new networks for food security and urban wellbeing” explores the nexus between food security, hunger, space and wellbeing. It profiles examples of good practice, through urban food security case studies in the cities of Cape Town, eThekweni and Johannesburg, and provides a food system mapping that can be used to guide city decisions related to food insecurity interventions.



Republic of South Africa Country Report: Progress on the Implementation of the New Urban Agenda 2021

This high-level report describes the progress made by South Africa in localising and implementing the NUA, which was largely done by aligning the country’s urban policy, the Integrated Urban Development Framework (IUDF), to the NUA in the New Urban Agenda Localisation Framework (NUA-LF).

This report details the main achievements, challenges and lessons learned, and provides examples of case studies and the impact of Covid-19. It is based on input from a wide range of government departments and extensive engagements throughout the country with representatives from all of society and whole of government. The workshops were curated and facilitated by the DHS in partnership with the SACN. The report was developed by the SACN on behalf of the Department of Human Settlements and endorsed by Cabinet on 22 June 2022 (<http://www.dirco.gov.za/docs/2022/cabinet0622.htm>)





Expanded Public Works Programme Exit Strategy for South African Cities



This report addresses the criticism of the EPWP, which is South Africa's temporary work employment strategy, for offering short-term "poverty relief" that creates short-term dependency instead of stimulating long-term employment of participants. It provides a valuable reference document for cities, providing an exit strategy that articulates how various ecosystem partners can come together to improve job creation in their respective local contexts.

READ THE FULL REPORT HERE



A core objective of the public employment programme (PEP) model is integrating vulnerable and unemployed people into the labour market by empowering them with employable experience and skills, or providing employment and income opportunities for skilled workers who have lost their jobs. In South Africa, the EPWP offers a crucial entry into formal employment for unemployed South Africans, but does not guarantee long-term employment or income-generating activities. As a result, participants are likely to exit into the same conditions they were in before joining the EPWP. The report explores global examples of PEPs, to understand approaches that enable participants to exit successfully from the programme, from which an exit strategy framework and implementation guide were developed. The objective is to provide a structured ecosystem approach for cities, in the form of flexible actions, to achieve the graduation of EPWP participants, through participation and collaboration.



Research Funded Through the SACN Partnership with the NRF

Spatial Transformation Publications: Professor Amira Osman

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LEARNING EVENTS















In 2021/22, the SACN hosted regular learning events.

DATE	NAME	OBJECTIVE	THEME
08-Jul-21	BEITT: Good Hood stories	To live screen films on four Good Hood stories, followed by conversations with the project champions.	
14-Jul-21	BEITT Retreat 2021	To take the space to refresh after a demanding year and to strengthen the BEITT collective.	
29-Jul-21	City Communicator's Reference Group meeting	To empower city communicators to articulate and communicate municipal policy and programmes.	
30-Jul-21	BEITT: Healing Fields session	To be in conversation with Nozipho Tshabalala on "Confronting trauma is the first step to a courageous conversation".	
05-Aug-21	Municipal Energy Efficiency and Demand Side Management Programme	To discuss the implementation of energy performance certificates regulations in municipal buildings.	
18-Aug-21	SEA-SALGA-SACN Urban Energy Network	To inform participants of the developments and opportunities related to energy performance certificates.	
18-Aug-21	BEITT: Quarterly meeting	To solicit input on the 2021/22 programme design and approach.	
19-Aug-21	Urban Safety Reference Group (USRG) workshop	To discuss mainstreaming gender in safety and feminist city planning.	
27-Aug-21	BEITT: Healing Fields	To be in conversation with Nomfundo Mogapi on "Collective healing – confronting trauma and violence".	
20-Sep-21	Adaptation in South African Cities: Finance for adaptation, partnering for resilience	To discuss the 'race to resilience' with partners SALGA, UK PACT and ICLEI.	
22-Sep-21	Workshop to review the 2001 Municipal Planning Regulations	To obtain input from city practitioners and encourage cities to make submissions on proposed amendments.	
29-Sep-21	National Infrastructure Plan 2050 Webinar	To obtain comment on the gazetted draft National Infrastructure Plan.	ALL
30-Sep-21	USRG workshop	To discuss the proposed contents of the State of Urban Safety in South Africa Report 2021.	

JUL
2021






AUG
2021

SEP
2021



DATE	NAME	OBJECTIVE	THEME
01-Oct-21	BEITT: Healing Fields	To be in conversation with Ofentse Mokwena on “The people shall move: healing in the transport sector”.	
06-Oct-21	Reimagining Public Participation: Tools for municipal officials workshop	To enhance the ability of city practitioners to use creative facilitation tools to encourage the inclusion of marginalised voices in city processes.	
11-Oct-21	City engagement: City of Joburg	To discuss the City's requirements for research, peer-to-peer learning and advocacy approach over next five years.	
13-Oct-21	City of Joburg Transport Month Webinar	To present the implementation of plans and actions towards low carbon transport in the City of Joburg.	
21-Oct-21	EPWP Reference Group (RG) meeting	To obtain city inputs into the 2019/20 Annual State of EPWP Report.	
27-Oct-21	Urban Festival 2021: Recalibration and innovation of post-pandemic governance	To rethink urban development and city management following the Covid-19 shock.	
27-Oct-21	Urban Festival 2021: Cities as green job engines	To explore how cities could attract green industries and stimulate employment in the green technology industry.	
27-Oct-21	Urban Festival: The case for rebuilding cities through a circular economy approach	To discuss how South Africa's post-Covid-19 Economic Reconstruction and Recovery Plan can ensure environmental protection and sustainable use of natural resources.	
28-Oct-21	Urban Festival 2021: The race to decarbonise cities	To explore challenges and opportunities faced by cities to decarbonise the economy.	
28-Oct-21	Urban Festival 2021: Affordable housing as key driver of sustainable cities	To explore how rapidly delivering affordable housing at scale could be a key driver in achieving more efficient and sustainable cities.	
28-Oct-21	Urban Festival 2021: Public spaces and streets for post-Covid city recovery	To discuss barriers and opportunities for South African and African cities to reconfigure the public realm and city streets post-Covid.	
29-Oct-21	Urban Festival 2021: Scaling community-led projects for city-wide impact	To reflect on the 13 IUDF Seed Funding community projects and explore the potential for scaling them.	
29-Oct-21	Urban Festival 2021: Smart(er) city strategies to enhance city response and resilience	To examine how smart city interventions can support the response, recovery and rebuild process.	
31-Oct-21	World Cities Day 2021	To celebrate World Cities Day 2021.	ALL
29-Oct-21	BEITT: Healing Fields	To be in conversation with Lorenzo Davids on “Road trip conversations in South Africa”.	

OCT
2021




NOV
2021

DATE	NAME	OBJECTIVE	THEME
17-Nov-21	BEITT: Quarterly meeting	To familiarise the practitioners with the political party manifestos and implications for built environment.	
18-Nov-21	USRG workshop	To discuss the State of Urban Safety in South Africa 2021 project.	
23-Nov-21	City engagement: Nelson Mandela Bay Municipality	To discuss the City's requirements for research, peer-to-peer learning and advocacy approach over the next five years.	ALL
24-Nov-21	SALGA-CSP-SACN Joint meeting with organisations providing support to cities	To determine the support provided to cities on sustainability by the SACN partners and to synergise actions of all actors.	
26-Nov-21	BEITT: Healing Fields	To be in conversation with Nontobeko Sibisi on "Rurally rooted & re-imagined – healing with truth, intention & re-memory".	
30-Nov-21	SEA-SALGA-SACN Urban Energy Network	To share learnings from the Johannesburg Electric Vehicle (EV) Readiness Support programme, which considers the impact of EV and electric minibus taxi uptake on the city's grid and transport network.	






DEC
2021

01-Dec-21	City engagement: Mangaung Metropolitan Municipality	To discuss the City's requirements for research, peer-to-peer learning and advocacy approach over next five years.	ALL
08-Dec-21	BEITT: Learning Event	To reflect on tensions between planners and city departments, how to manage these tensions and when to push back while breaking down silos.	
09-Dec-21	USRG workshop	To obtain inputs and refine the two urban safety policy briefs on CCTV and public employment programme opportunities.	
14-Dec-21	Water Resilient Cities: Learning Event	To discuss different water resilience approaches in African cities.	

JAN
2022

19-Jan-22	BEITT: Learning Event	To discuss municipal land release within the confines of the MFMA and explore partnership case studies for mixed-used development.	
27-Jan-22	USRG workshop	To provide an update on the status of the State of Urban Safety in South Africa Report 2021 project and receive final input and comments.	
28-Jan-22	BEITT: Healing Fields	To be in conversation with Sharon Boyce on "Integrating nature and horses into community-based healing modalities".	

FEB
2022

DATE	NAME	OBJECTIVE	THEME
09-Feb-22	USRG workshop	To provide an update and obtain final input from member cities before finalising the two urban safety policy briefs on CCTV and public employment programme opportunities.	
11-Feb-22	International Relations Forum RG meeting	To discuss the approach and topics for the second paper series.	
16-Feb-22	BEITT: Quarterly Meeting	To discuss the relationships between city planning and budgeting for improved spatial outcomes, and to share experiences from Mangaung and other cities.	
18-Feb-22	City Engagement: City of Tshwane	To discuss the City's requirements for research, peer-to-peer learning and advocacy approach over next five years.	
25-Feb-22	BEITT: Healing Fields	To be in conversation with Dr Ela Manga on "Threads of healing".	

MAR
2022

04-Mar-22	City Engagement: Buffalo City Metropolitan Municipality	To discuss the City's requirements for research, peer-to-peer learning and advocacy approach over next five years.	
10-Mar-22	EPWP RG meeting	To report on quarterly performance and facilitate city inputs into the 2020/21 Annual State of EPWP Report.	
10-Mar-22	City Communicator's RG	To launch the co-created Communications Toolkit	
16-Mar-22	BEITT: Learning Event	To unpack the complexity of gated communities and security estates	
16-18 Mar-22	All-of-society webinar series	To discuss with all of society what the SACN should focus on in the 2021/26 strategy cycle.	
23-Mar-22	Roundtable on the Just Urban Transition	To discuss considerations and implications of the just transition for cities: what cities can and should do, and how they can input into the Just Transition Framework.	
25-Mar-22	BEITT: Healing Fields	To be in conversation with Lindani Mchunu on "My relationship with water".	
29-Mar-22	SOCR Preview	To preview the 2021 State of Cities Report.	
30-Mar-22	Water Resilient Cities: Learning Event	To have a dialogue and exchange on innovation approaches to groundwater management in African cities under the theme "Groundwater: making the invisible visible".	








APR 2022

DATE	NAME	OBJECTIVE	THEME
20-Apr-22	BEITT: Learning Event	To learn from experiments with tactical urbanism, especially informal practices, in different South African cities.	
22-Apr-22	Launch of the 5th Edition of the State of South African Cities Report 2021	To launch the SOCR V report.	ALL
29-Apr-22	BEITT: Healing Fields	To launch the healing fields calendar and reflect on members' collective journey so far.	

MAY 2022

18-May-22	BEITT: quarterly meeting	To unpack implications from the SOCR 2021 for built-environment practice and application in cities.	
27-May-22	BEITT: Healing Fields	To be in conversation with Ayanda Dlodla, Kganyapa and Wangamushwana from the creative collective, Exotically Divine Pulse.	

JUN 2022

02-Jun-22	SEA-SALGA-SACN Urban Energy Network	To solidify the partnership between SEA, SLAGA and the SACN and focus on just transition for cities.	
03-Jun-22	Launch: EPWP Annual report	To launch the Annual State of EPWP Report.	
03-Jun-22	EPWP RG meeting	To report on quarterly performance.	
09-Jun-22	Urban Safety report launch	The session was the launch of the State of Urban Safety in South African Cities Report held at the Ekurhuleni City Hall.	
10-Jun-22	IR Forum meeting	To launch the second volume of city diplomacy papers.	
15-Jun-22	BEITT: Learning Event	To reflect on achievements in 2021/22 and present the conceptual approach for 2022/23.	
20-Jun-22	City engagement: City of Johannesburg	To provide feedback on the SACN city engagement process and outline priority focus areas for the current term, as agreed between SACN and CoJ.	ALL
22-Jun-22	Peer-to-peer knowledge sharing event: City of Johannesburg	To share insights on Building a Resilient and Resource-Efficient Johannesburg project.	
24-Jun-22	BEITT: Healing Fields	To be in conversation with the Slovo Community Youth Hub and show how community-led projects can play a role in healing in South African cities.	