South African CitiesNetwork

# INTEGRATED ANNUAL REPORT

# 2023

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South African Cities Network (SACN)
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Braamfontein, 2017
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# FOREWORD BY SACN COUNCIL CHAIRPERSON AND SACN BOARD CHAIRPERSON

**COUNCILLOR XOLA PAKATI**
SACN COUNCIL CHAIRPERSON

In 2022, the South African Cities Network (SACN) turned 20 years old. For two decades, the SACN has played a pivotal role in facilitating urban development, acting as a platform for dialogue, research and advocacy to enhance the quality of life for all South Africans.

This anniversary was celebrated at the 2022 Urban Festival, which was a three-day hybrid event attended by 541 people (232 in person and 309 online). Under the theme of "Transforming Cities through Research and Practice", the Festival sought to ignite conversation and action around the desired future state of South Africa's cities, showcase the SACN's contribution to South Africa's urban development agenda, and profile and celebrate the role of cities in the country's transformation journey.

> **"FOR TWO DECADES, THE SACN HAS PLAYED A PIVOTAL ROLE IN FACILITATING URBAN DEVELOPMENT, ACTING AS A PLATFORM FOR DIALOGUE, RESEARCH AND ADVOCACY TO ENHANCE THE QUALITY OF LIFE FOR ALL SOUTH AFRICANS."**

The need for urban governance and effective city management has never been more critical in a rapidly evolving world characterised by urbanisation, technological advancements and growing socioeconomic disparities. The SACN plays a vital role in facilitating collaboration and knowledge-sharing among South African cities and in contributing to evidence-based decision-making through rigorous research and analysis on various urban issues.

Over the past year, the SACN's research outputs have included the State of City Finances Report, the State of Crime and Safety in South African Cities Report, the State of the Expanded Public Works Programme in South Africa, Resilience of SMMEs in South Africa: A framework for understanding and mitigating exposure to shocks and stressors, Understanding Labour Markets and Skills Needs Requirements At City Level, Spatial Determinants of Wellbeing Paper Series, SMME Inclusion in the Construction Sector, and City Diplomacy Papers: Volume 2. (See the annexure to this report for the entire catalogue of research outputs and engagements.)

Collaboration has been central to SACN's success, and in 2022, the organisation deepened its partnerships with participating cities and other stakeholders, including government departments, academic institutions, civil society organisations and international partners.

**MS YOLISA KANI**
SACN BOARD CHAIRPERSON

Looking ahead, we remain steadfast in our mission to promote sustainable, inclusive and resilient cities. Our actions and strategic priorities are guided by the SACN's mandate to support cities in addressing urban challenges. We will continue to advocate for policies that prioritise urban development, facilitate knowledge exchange among cities and foster innovative solutions to the challenges facing us. Through collective action, we can build cities that are not only economically vibrant but also socially equitable and environmentally sustainable.

On behalf of the Council and Board of the South African Cities Network (SACN), we are privileged to present the SACN's 2022/2023 Integrated Report, which provides a comprehensive overview of achievements against planned programmatic and financial performance targets and reflects our commitment to fostering sustainable urban development and promoting collaboration among cities across South Africa.

We sincerely thank the Board, management team, staff, participating cities and all our partners for their unwavering support and dedication.

Thank you!

> **"WE WILL CONTINUE TO ADVOCATE FOR POLICIES THAT PRIORITISE URBAN DEVELOPMENT, FACILITATE KNOWLEDGE EXCHANGE AMONG CITIES AND FOSTER INNOVATIVE SOLUTIONS TO THE CHALLENGES FACING US."**

**COUNCILLOR XOLA PAKATI**
SACN Council Chairperson

**MS YOLISA KANI**
SACN Board Chairperson

# CORPORATE PROFILE AND STRATEGIC OVERVIEW

# OUR 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 and practice through knowledge co-creation, learning and innovation, partnerships and convening of voices.

**OUR VALUES**

Listening
Knowledge-in-action
Shared learning
Partnership
Innovation

Five ten-year pillars define the SACN's strategic approach to its programmatic work (Figure 2) and inform the five-year strategic objectives (Figure 3).

**FIGURE 2** Ten-year Strategic Pillars

**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 AND 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 3** SACN's five-year Strategic Objectives

**To support cities become learning and adapting institutions through knowledge co-creation, dissemination, and application.**

- To co-create knowledge with cities (and partners) in order to transform practice at a local level and to inform and influence policies.
- To disseminate knowledge as practical concepts, models, tools and policy briefs for knowledge application.
- To drive experimentation, demonstration of knowledge and learning in cities.

**To advocate for the urban agenda by enabling cities to have a voice.**

- To amplify the collective voice of cities through convening and shared learning.
- To support cities with evidence-based policy reform/implementation and advocacy.
- To facilitate dialogue between cities and all of society.
- To strengthen the role and functions of the SACN Council to connect the SACN with senior city leaders.

**To strengthen partnership with cities and existing partners; form new strategic partnerships.**

- To strengthen the relationship with all participating cities, embedding more deeply in cities.
- To strengthen existing partnerships, especially those with COGTA, CSP, SALGA, key sector departments (human settlements, water, sanitation, and transport) and current funders.
- To form new strategic partnerships with funders, civil society, business associations/alliances.

**To ensure a well-governed Network and secure the financial sustainability of the organisation.**

- To ensure financial sustainability by strengthening current funding sources and accessing a new source of funding.
- To develop and acquire the necessary capabilities.
- To ensure a well-governed Network by improving internal controls, compliance and risk management.

# VALUE PROPOSITION

## How SACN delivers value and derives impact

In a continually evolving local government environment, SACN is distinguished by 20 years of experience in promoting effective governance and management in South Africa's largest cities and driving the urban agenda by building the case for the importance of cities in transforming the country. It is a network of cities dedicated to listening to their needs, amplifying their voices, and facilitating partnerships and shared learning. SACN provides thought leadership and advocacy for reforming policies and transforming practices locally. SACN offers decision-makers and city practitioners the tools and insights they need to make better decisions by delivering value in five areas (Figure 4).

**FIGURE 4** SACN's Value Proposition

# 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.

**FIGURE 5** Summary of Thematic Focus Areas

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

**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

**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 for the most vulnerable (children, youth, women and people with disabilities).

**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.

**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

S

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

## CHALLENGES

C

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

## OPPORTUNITIES

O

- To bring together 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.
- To work more collaboratively with CoGTA, its entities and SALGA to provide more relevant and impactful support to local government.

## THREATS

T

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

# 2

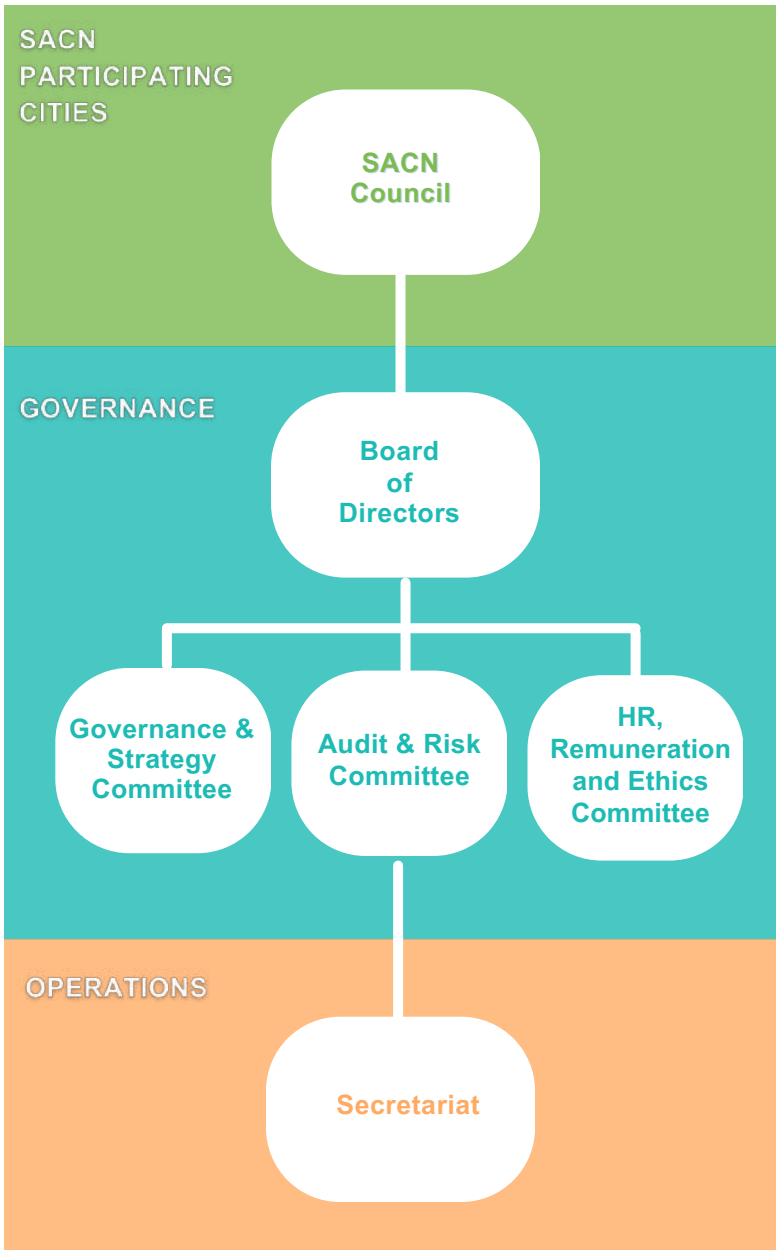
# CORPORATE GOVERNANCE

# CORPORATE GOVERNANCE STATEMENT

The SACN Board of Directors is pleased to present its Corporate Governance Statement for 1 July 2022 to 30 June 2023. This statement provides an appraisal of corporate governance in the year under review. Despite the challenging financial and operating environment, 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 compliance framework of policies, systems, processes and procedures put in place to ensure good corporate governance by the SACN Council, Board of Directors and Secretariat.

**FIGURE 6** SACN's Governance Model




The SACN Council is responsible for directing the strategic research agenda and related business activities of the Network. 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 2022/23 Annual General Meeting took place on 22 June 2023.

# 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:

- Human Resources & Remuneration and Ethics Committee (HR & REMCO)
- Governance and Strategy Committee (GSC)

Each committee has terms of reference under which the Board delegates its authority. The SACN Council has, to the best of its knowledge and ability, constituted a Board with a balanced set of skills, backgrounds, experience and expertise required to complement the Secretariat and ensure 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. However, with the ongoing financial sustainability challenges plaguing the organisation, the SACN Council will continue to work to strengthen the Board's capability and capacity.

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 governing non-profit companies. Relevant governance policies are in place to support these primary duties and more general regulatory requirements.

# The Role of the Board of Directors

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

- The long-term success of the organisation, having regard for the interests of Council organisations, 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 14, and their abridged biographies can be found here.

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 work plan of items for discussion, which is reviewed formally at its meetings and adapted to ensure that all appropriate matters are discussed. During 2022/23, 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 Chairperson, the CEO and the Company Secretary to review the agenda 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 sub-committees are convened for specific purposes.

**FIGURE 7** **Focus areas of the Board during 2022/23**

**STRATEGY REVIEW AND ANNUAL PERFORMANCE PLAN**

- Reviewed and approved the 2022/2023 annual business plan of the five-year business plan.
- Reviewed and approved the 2022/2023 annual performance plan.

**FINANCIAL AND OPERATIONAL MANAGEMENT**

- Received and approved the 2022/2023 annual budget.
- Received and discussed quarterly reports on the organisation's perfomance.
- Received and discussed regular reports on the organisation's financial performance.
- Received and approved a new Fundraising Strategy for the organisation.

**GOVERNANCE AND ETHICS AND MONITORING RISK**

- Assessed the risks faced by the company and received updates on internal controls.
- Reviewed regular reports on compliance matters.
- Received reports from the Board committee chairpersons.

**WORKPLACE REVIEW**

- Received regular and detailed updates from the CEO on organisational development processes.
- Received a detailed update on people policies being introduced in the company, including new ways of working and well-being initiatives.

# Board Members

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

**Ms Yolisa Kani**
Board Chairperson

**Mr Ashraf Adam**
Non-Executive Director

**Ms Nontando Ngamlana**
Non-Executive Director

**Ms Siobhain O'Mahony**
Non-Executive Director

**Dr Gary Paul**
Non-Executive Director

# EXCO Team

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

The Exco team comprises:

**Mr Sithole Mbanga**
Chief Executive Officer

**Ms Yolisa Dambuza**
Executive Manager:
Finance and
Corporate Support

**Ms Nosipho Hlatshwayo**
Executive Manager:
Programmes

**Mr Luncedo Njezula**
Executive Manager:
Governance, Strategy
and Partnerships

# Attendance at Board and Board Committee meetings

During the year, seven board meetings were held:

- Four ordinary quarterly meetings on 22 September 2022 (Q1), 8 December 2022 (Q2), 11 March 2023 (Q3) and 10 June 2023 (Q4).
- One special meeting on 20 December 2022: Consider audited financial statements (AFS) and bonus approval.
- One special meeting on 1 June 2023: CEO resignation.
- One special meeting on 29 June 2023: Presentation of 2023/24 Annual Business Plan and Annual Performance Plan (APP) approval.

**TABLE 1** **Attendance at Board meetings (2022/23)**

| Board Member | Designation | Meetings Attended |
|---|---|---|
| Yolisa Kani | Chairperson | 7/7 |
| Ashraf Adam | Non-Executive Director | 7/7 |
| Nontando Ngmalana | Non-Executive Director | 6/7 |
| Modjadji Malahlela | Non-Executive Director (resigned 3 November 2022) | 1/7 |
| Gary Paul | Non-Executive Director | 6/7 |
| Siobhain O'Mahony | Non-Executive Director | 7/7 |
| Sithole Mbanga | Executive Director and CEO | 6/7 |
| Yolisa Dambuza | Executive Director: Finance and Corporate Services | 5/7 |

During 2022/23, five GSC meetings were held:

- Four ordinary committee meetings on 24 August 2022 (Q1), 23 November 2022 (Q2), 22 February 2023 (Q3) and 26 May 2023 (Q4).
- One special meeting on 27 March 2023: To consider the request for amendments to the APP.

**TABLE 2** **Attendance at GSC meetings (2022/23)**

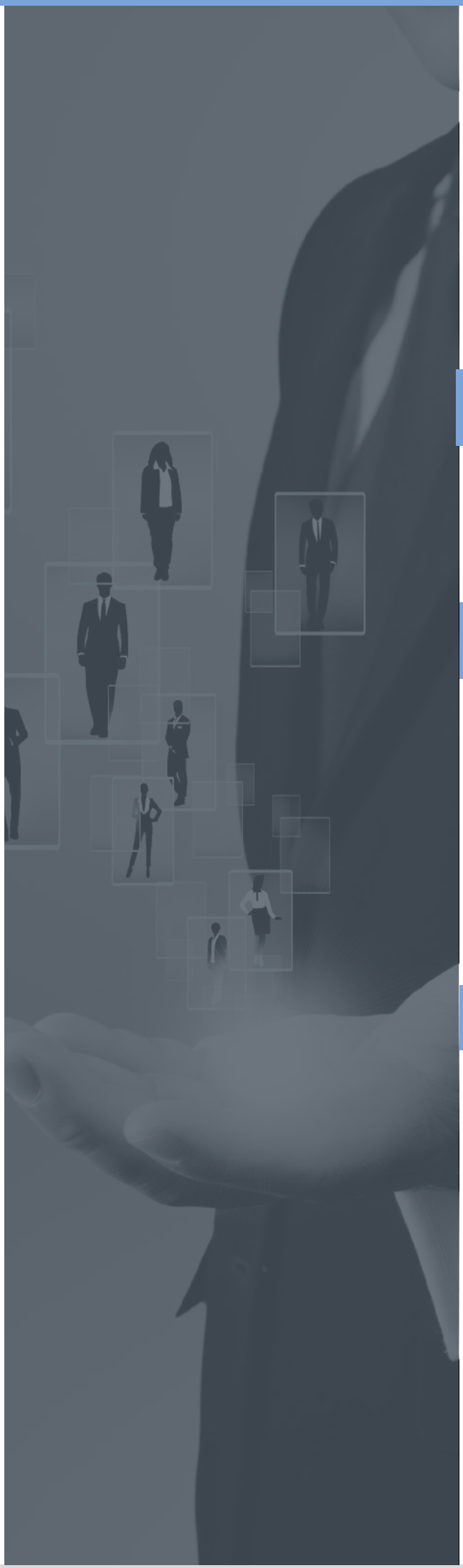
| Commitee Member | Designation | Meetings Attended |
|---|---|---|
| Ashraf Adam | Chairperson | 5/5 |
| Yolisa Kani | Member | 5/5 |
| Sithole Mbanga | Member | 5/5 |

During the year, five HR & REMCO meetings were held:

- Four ordinary committee meetings on 25 August 2022 (Q1), 24 November 2022 (Q2), 23 February 2023 (Q3) and 25 May 2023 (Q4).
- One special meeting on 10 October 2022: To consider staff salary adjustments and performance bonuses.

**TABLE 3** **Attendance at HR & REMCO meetings (2022/23)**

| Commitee Member | Designation | Meetings Attended |
|---|---|---|
| Nontando Ngamlana | Chairperson | 5/5 |
| Gary Paul | Member | 5/5 |
| Yolisa Dambuza | Member | 5/5 |



# Key Roles and Responsibilities

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

## THE CHAIRPERSON – YOLISA KANI

- 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

- 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

- 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.

During the year, ten ARC meetings were held:

- Five ordinary committee meetings on 22 August 2022 (Q1), 18 November 2022 (Q2), 17 February 2023 (Q3), 27 February 2023 (Q3 continuation) and 19 May 2023 (Q4).
- One special meeting on 7 September 2022: Policies recommendations.
- One special meeting on 31 October 2022: Review of the AFS.
- One special meeting on 2 November 2022: Follow up of the AFS review.
- One special meeting on 30 November 2022: AFS approval.
- One special meeting on 25 May 2023: Quarterly management accounts.

**TABLE 4** **Attendance at GSC meetings (2022/23)**

| Commitee Member | Designation | Meetings Attended |
|---|---|---|
| Nokuthula Selamolela | Chairperson | 10/10 |
| Siphumelele Dlungwane | Member | 10/10 |
| Lesetja Monama | Member | 10/10 |
| Siobhain O'Mahony | Member | 10/10 |

## 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 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 to achieve an organisation'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 organisation's control environment response.

Table 5 shows residual risks that the SACN faces based on current trends and other internal and external factors. During 2023/23, the SACN implemented and enforced controls and actions for all risks to reduce its exposure to and the impacts of these risks.

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 efficient | 4 | 5 | 20 |
| ▼ | Loss of Participating Cities | 4 | 4 | 16 |
| ▼ | Integrity and Security of IT Systems | 2 | 2 | 4 |
| ➤ | Increased risk of infrastructure overload and breakdown | 2 | 2 | 4 |
| ➤ | Loss of Key Staff | 3 | 3 | 9 |
| ▼ | Failure of Organisational Governance | 3 | 4 | 12 |
| ➤ | Poor Implementation of POPI Act | 3 | 3 | 9 |
| ▼ | Sub-optimal absorption of SACN products by key stakeholders, partners and the general public | 2 | 2 | 4 |
| ➤ | Ineffective communication to key stakeholders, partners and the general public | 2 | 2 | 4 |

➤ Stable ▲ Increase ▼ Decrease

# Internal Audit Function

The ARC approved the Internal Audit Plan for 2022/2023. 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.
- Supply chain management review.
- Corporate governance review.
- Follow-up review on internal audit findings.
- Review of the AFS.

Findings raised by the internal audit function are addressed within reasonable timeframes, and all planned audits/projects for 2022/23 were completed.

# POLICIES

The SACN has 48 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 | May-20 |
| **21** | Termination Policy | May-20 |
| **22** | Training and Career Development Policy | May-20 |
| **23** | POPIA | Sep-21 |
| **24** | Bring your own device to work policy | Sep-21 |
| **25** | CCTV Monitoring Policy | Sep-21 |
| **26** | Cookie Policy | Sep-21 |
| **27** | Data Protection Policy | Sep-21 |
| **28** | Document Retention Policy | Sep-21 |
| **29** | Internal Privacy Policy | Sep-21 |
| **30** | Password Policy | Sep-21 |
| **31** | Personal Information Sharing Policy | Sep-21 |
| **32** | Photography Policy | Sep-21 |
| **33** | Security Compromises Policy | Sep-21 |
| **34** | Subject Access Request Policy | Sep-21 |
| **35** | Website Access Request Policy | Sep-21 |
| **36** | Whistle Blowing Policy | Dec-21 |

| | POLICY | APPROVAL DATE |
|---|---|---|
| **37** | Risk Management Policy | Dec-21 |
| **38** | Fraud and Prevention Policy | Dec-21 |
| **39** | Advance Policy | Mar-22 |
| **40** | Supply Chain Management Policy | Mar-22 |
| **41** | Asset Management Policy | Mar-22 |
| **42** | ICT Governance Framework and Policy | May-22 |
| **43** | ICT Security Policy | May-22 |
| **44** | ICT Continuity and Disaster Recovery Policy | May-22 |
| **45** | ICT Change Management Policy | May-22 |
| **46** | User Access Management Policy | May-22 |
| **47** | Communications Policy | Sep-22 |
| **48** | Finance Policy | Dec-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 ICT 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.

# Stakeholder Relations

The SACN plays a crucial role in promoting stakeholder relationships within South Africa's urban landscape through facilitating dialogues and engagements and enabling knowledge-sharing and capacity-building.

The SACN organises regular forums, workshops and conferences that provide a platform for stakeholders to come together to discuss urban challenges, share best practices and develop common solutions. These platforms provide an opportunity for stakeholders to build relationships, establish partnerships and foster a sense of shared responsibility towards urban development.

The SACN also provides valuable insights and information on various urban development topics through conducting research, producing publications and hosting webinars. By disseminating this knowledge, SACN helps stakeholders stay informed and up to date with the latest trends, policies and practices in urban development, thereby fostering a culture of continuous learning and improvement.

Furthermore, SACN serves as a platform for advocacy and policy influence, engaging actively with government departments, policymakers and other relevant stakeholders to advocate for policies and strategies that promote sustainable urban development

SACN's strong relationships with various stakeholders enable it to effectively communicate the needs and aspirations of South African cities, influencing policy decisions that have a positive impact on urban areas.

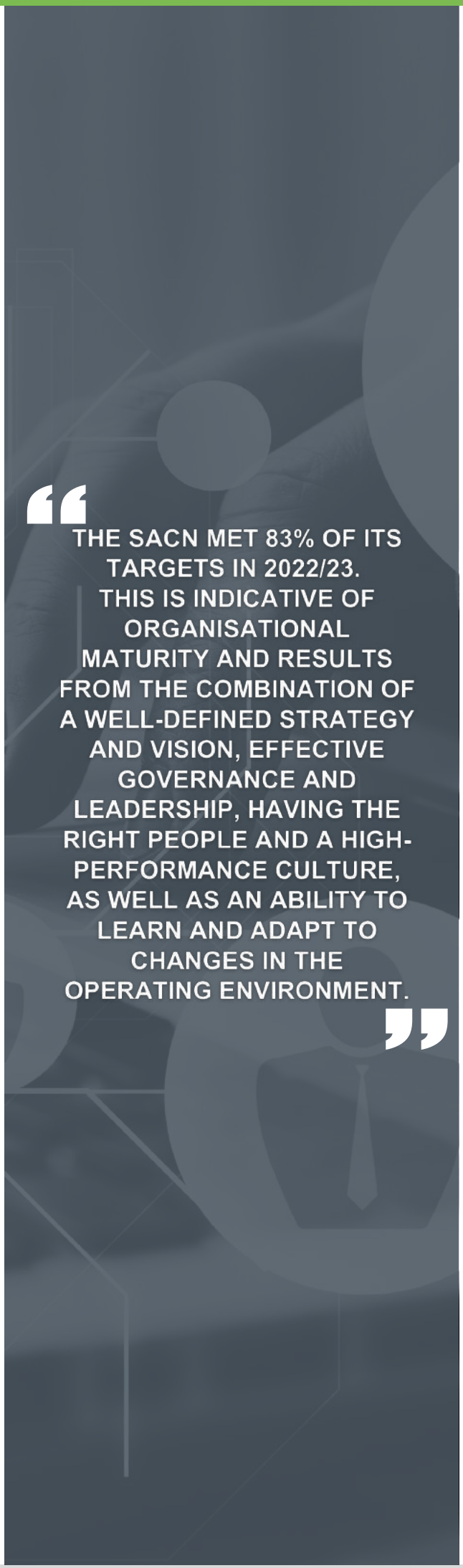
The SACN actively involves civil society organisations, community groups and residents in its activities, recognising the importance of inclusivity and participatory decision-making in urban development and the need to involve all relevant stakeholders.

Stakeholder engagements are aligned to the SACN's strategic imperatives and, in 2022/23, were aimed at:

- Enhancing the participation of cities and other partners in the SACN's programmes.
- Promoting sustainable urban development and fostering collaboration among various stakeholders.
- Improving public perception of the organisation.
- Securing financial sustainability through fundraising and partnerships.
- Increasing impact by leveraging the influence and interests of the SACN's diverse stakeholders.
- Enhancing the SACN value proposition by providing innovative and tailored solutions to cities, partners and stakeholders.

# 3

# CEO’S REPORT




The SACN's strategy for the 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.

The SACN met 83% of its targets in 2022/23. This is indicative of organisational maturity and results from the combination of a well-defined strategy and vision, effective governance and leadership, having the right people and a high-performance culture, as well as an ability to learn and adapt to changes in the operating environment.

During the year, the SACN's achievements showcased its commitment to improving urban governance and enhancing the efficiency and effectiveness of participating cities. Highlights included the launch of three flagship publications: the State of City Finances Report, the State of Crime and Safety in South Africa Cities Report and the State of the Expanded Public Works Programme in South Africa. The SACN hosted 47 learning events and engagements with cities and strategic partners (see Annexure for a full list). It also expanded its engagement with all of society through various media platforms and social media channels, with the aim of broadening participation in urban conversations and action. As a result, its reach and audience increased on Twitter and Facebook, while more people visited and stayed longer on the SACN website. The SACN's quarterly newsletter currently has 1409 subscribers from cities, academia, civil society and the non-governmental sector.

TABLE 7 Communications Outputs (2020/21, 2021/22 and 2022/23)

| | 2020/21 | 2021/22 | 2022/23 |
|---|---|---|---|
| **BROADCAST** | | | |
| **Radio Interviews** | 18 | 27 | 13 |
| **TV Interviews** | 6 | 18 | 8 |
| **PRINT AND ONLINE** | | | |
| **Articles** | 62 | 30 | 39 |
| **Op-eds/Thought Pieces** | 19 | 21 | 5 |
| **FACEBOOK** | | | |
| **Followers** | 4 890 | 5 335 | 5 385 |
| **Engagement Rate** | 2 025 | 2 635 | 2 133 |
| **Post Reach** | 34 598 | 370 347 (335 907 paid) | 31 447 |
| ***Page Views** | 2 657 | 24 400 | * |
| ***Actions on page** | 22 | 24 400 (21 200 paid) | 8 |
| **TWITTER** | | | |
| **Followers** | 7 850 | 8 487 | 8 799 |
| ***Number of profile visits** | 30 400 | 42 900 | * |
| **Number of tweets posted** | 187 | 240 | 296 |
| **Engagements** | 2 479 | 3 779 | 2 146 |
| **Impressions** | 338 000 | 285 000 | 119 200 |
| **LINKEDIN** | | | |
| **Followers** | 2 960 | 3 734 | 4 868 |
| **Reach** | 34 581 | 126 027 | 192 397 |
| **Engagement** | 456 | 1 900 | 3 490 |
| **YOUTUBE** | | | |
| **Followers** | 104 | 227 | 303 |
| **Reach** | 16 961 | 69 457 | 116 156 |
| **Engagement** | 101 | 360 | 545 |
| **WEBSITE** | | | |
| **Visitors** | 18 031 | 22 662 | 24 820 |
| **New Visitors** | 15 485 | 19 248 | 20 200 |
| ***Bounce Rate** | 5.97% | 3.75% | * |
| **Return Visitors** | 2 546 | 3 414 | 4 620 |
| **Sessions** | 22 571 | 29 746 | 29 716 |

**Facebook, twitter, and Google Analytics no longer provide insights on these metrics.*

# FINANCIAL OVERVIEW

The SACN has continuously been funded by various organisations, with participating cities contributing annual subscriptions supplemented by grant funding from the Department of Cooperative Governance (COGTA) to cover the organisation's core operations. The economic logic underlying the funding model is that the SACN produces a value that collectively benefits all participating cities, which are its direct beneficiaries (customers).

In 2022/2023, the organisation's total expenditure was R59 million, which was used to implement the SACN strategy outlined in the APP.

Financial sustainability is crucial for securing the long-term survival, effectiveness and impact of all non-profit organisations (NPOs). However, like many NPOs, the SACN needs help with financial sustainability, particularly how to achieve long-term economic sustainability without drifting from the organisation's core mission. There are no easy answers, and achieving economic sustainability takes time, resources and effort.

The SACN continued implementing its fundraising strategy and plans to increase its efforts to source external funding from various donor organisations. The 2021−26 strategic business plan has the following fundraising objectives.

- Retention of participating cities in the Network.
- Retention of existing partners.
- We are establishing new partnerships with intermediary cities, donor agencies, government and private funders.

Our partners influence the research agenda, ensuring the generation of practitioner-led knowledge and creating platforms for municipalities to share best practices on city management and urban development. We gratefully acknowledge all the participating cities and partners that continue to make this work possible.

# PARTNERS

**Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH GIZ Inclusive Violence and Crime Prevention (VCP) Programme.**

The VCP Programme is in its ninth year of providing technical and financial support to the SACN's Urban Safety Reference Group (USRG). This partnership has contributed to the national development priority of creating a safer South Africa.

**US Embassy Cultural Exchange Programme**

The SACN partnered with New York City's END Gender Based Violence (ENDGBV) office to share best practices, approaches and systems for gender mainstreaming and GBV prevention, and to strengthen the capabilities of cities to understand and combat GBV and to formulate appropriate evidence-based interventions. With funding from the US Embassy, the SACN and New York City hosted a series of learning events with city practitioners to support South African cities in tackling GBV. The SACN acknowledges the support of the New York City Mayor's Office team under the leadership of Commissioner Cecile Noel in making this partnership a possibility.

**Open Data Institute**

The SACN participated in a learning exchange platform funded by the Open Data Institute and Microsoft. The learning platform focused on climate resilience or sustainability challenges through stewardship and the use of data.

**C40 Africa**

C40 commissioned the SACN to undertake a detailed analysis of the economic impact of a just transition in the City of Ekurhuleni, focusing on economic drivers in prioritised sectors. It included reviewing and analysing the departmental strategies, policies, plans and programmes in the priority sectors of economic development, transport, energy, buildings, waste, water, biodiversity and agriculture.

**Gauteng Partnership Fund**

The SACN acknowledges the funding support of the Gauteng Partnership Fund (GPF) in delivering an impactful three-day Urban Festival hosted in Johannesburg. The Urban Festival is an annual platform for cities and partners that aims to stimulate collaboration between society and local government in urban development.

**Department of Cooperative Governance**

The SACN acknowledges the funding support of the department in delivering an impactful three-day Urban Festival hosted in Johannesburg. The Urban Festival is an annual platform for cities and partners that aims to stimulate collaboration between society and local government in urban development.

**Department of Public Works and Infrastructure**

The Department of Public Works and Infrastructure (DPWI) is a long-standing partner of the SACN. Through the partnership, the SACN convenes the Expanded Public Works Programme Reference Group (EPWP RG), which enables practitioners within cities to engage in best practices when implementing impactful EPWP programmes and publishes the EPWP report.

# ORGANISATIONAL PERFORMANCE

> THE THEME FOR THE YEAR UNDER REVIEW YEAR WAS **"COMPACT AND ACTION",** WITH THE OVERALL AIM OF IMPLEMENTING A PROGRAMME OF ACTION IN COLLABORATION WITH CITIES AND OTHER PARTNERS, WHILE CONTINUING TO STRENGTHEN RELATIONSHIPS

In July 2021, the SACN embarked on a new five-year strategic business cycle (2021−26). The 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. This approach involves listening and facilitating knowledge, co-creation, learning, and innovation through partnerships among cities and all stakeholders.

The theme for the year under review year was **"compact and action",** with the overall aim of implementing a programme of action in collaboration with cities and other partners while continuing to strengthen relationships. The programmes and projects implemented during the year were based on the SACN's engagements with cities and partners, and the approach emphasised co-creating knowledge and testing its application through an all-of-society approach.

The year 2022/23 marked a period of strategic collaborations for the SACN. This commitment to proactive engagement and strategic partnerships with critical stakeholders significantly contributed to the organisation's impactful presence in the urban development landscape.

# STRATEGIC COLLABORATIONS AND PARTNERSHIPS

The SACN's 10-year strategy is dedicated to building impactful partnerships that contribute to positive urban transformations globally. During 2022/23, the SACN continued to build these partnerships and collaborations, as highlighted below.

**Ongoing City Engagements**
The SACN maintained active and constructive engagements with participating cities, enabling it to keep a finger on the pulse of a continually evolving urban environment. This approach played a pivotal role in shaping research and programmatic outputs, aligning the organisation's efforts with the needs of cities.

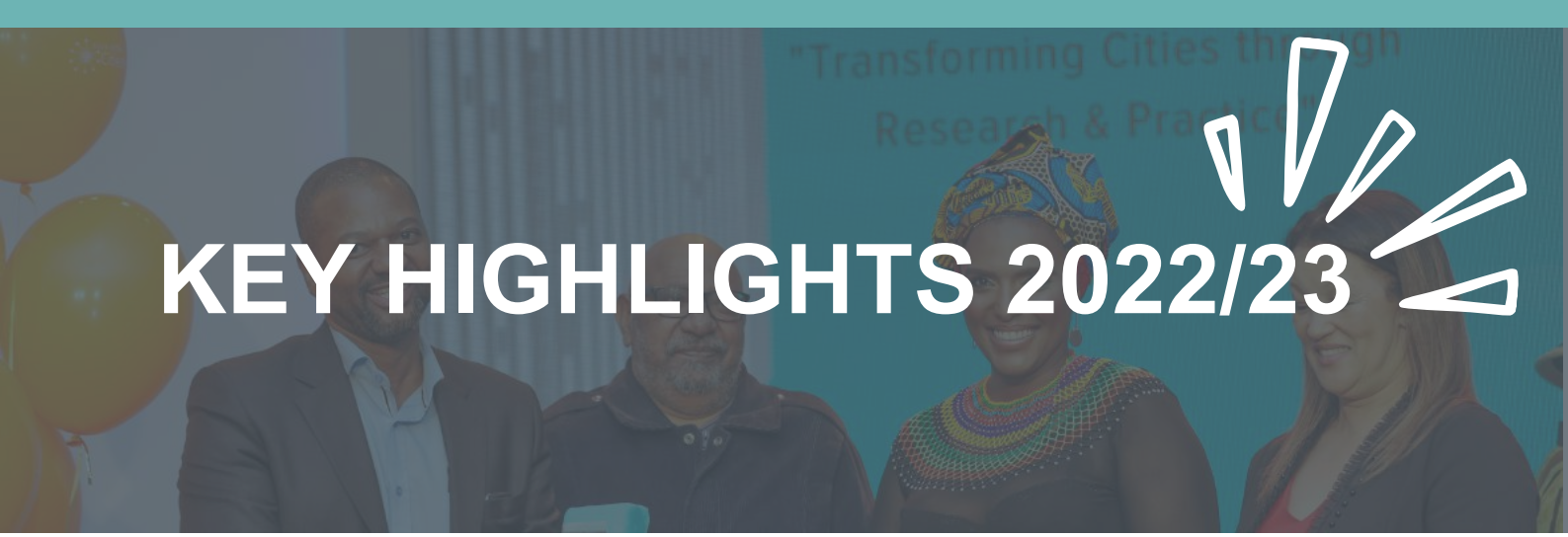
**National Government Collaboration**
One of the SACN's strategic priorities is to strengthen ties with national government entities, which materialised through partnerships with the Department of Human Settlements (DHS) and the Department of Land Affairs and Rural Development (DLARD). These collaborations are aimed at integrating efforts towards spatial transformation with a specific focus on human settlements.

**Global Partnerships**
As part of the Cities Climate Finance Leadership Alliance (CCFLA), the SACN is able to actively participate in global climate change discussions, reinforcing the organisation's dedication to sustainable urban development.

**Strengthened Academic Partnerships**
The focus on building closer ties with academic and research institutions yielded significant results. Partnerships were formalised with the Durban Institute of Technology's Urban Future Centres and the Public Affairs Research Institution (PARI). These collaborations signify a commitment to enriching the organisation's research capabilities and expanding its intellectual resources.

**Pan-African Engagement**
Expanding its footprint within the African continent has been one of the SACN's ambitions, with the aim of integrating efforts to build well-governed cities and a conducive local government environment. This year, the SACN established formal partnerships with the East Africa Local Government Association and the Ethiopian Local Government Association. These alliances are geared towards fostering collaboration in advancing regional developmental goals, particularly in local government.

**Engaging with Intermediary Cities**
In a strategic move to broaden its impact, the organisation actively engaged with intermediary cities, with the aim of understanding urban challenges at various scales, including rural-urban linkages. This enhances the SACN's ability to address diverse urban contexts and contribute meaningfully to inclusive urban development.



# KEY HIGHLIGHTS 2022/23

## AMPLIFYING THE VOICE OF CITIES AND ALL OF SOCIETY

The SACN's work aims to create 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 developing and managing cities. To this end, in 2022/23, the SACN undertook various initiatives, including:[1]

### Urban Festival 2022 (26-28 October 2022)

The Urban Festival 2022 was a hybrid event that took place in Johannesburg between 26 and 28 October 2022 under the theme of "Transforming Cities through Research and Practice". The SACN hosted the Urban Festival in partnership with the GPF, COGTA and the South African Local Government Association (SALGA). The event was organised to mark the SACN's 20th anniversary and showcased an exhibition displaying the SACN's two decades of cutting-edge research, as well as the work of participating cities and partners.

| EVENT | SOCIAL MEDIA | WEBSITE |
|---|---|---|
| **3** DAYS | **69 897** REACH | **4 468** TOTAL VISITS TO THE URBAN FESTIVAL 2022 MICROSITE |
| **42** SPEAKERS | **1 694** COMBINED REACH | |
| **13** SESSIONS | **10 735** REACH **345** ENGAGMENT | |
| **8** EXHIBITORS | **40 900** REACH **937** ENGAGMENT | |
| **541 attendees [232 in person and 309 online]** | **18 262** REACH **412** ENGAGMENT | |

## SACN Research Compendium − 20 Years of Urban Research

This compendium documents and reflects the organisation's research outputs over the last 20 years, as well as its efforts to encourage the sharing of information, experience and best practices on urban development and urban management in support of cities becoming learning and adapting institutions through co-creating, disseminating and applying knowledge.

## Good Hood Stories

These stories of creativity, collaboration and innovation from across South African cities show that there is much to be proud of in our cities. They showcase best practices at a local level, which involve all of society and range from urban gardens to township cycling projects to inner-city upliftment interventions. In 2021, the first season of four Good Hood Stories generated an unexpectedly high degree of visibility and interest and was shown at film festivals extending as far as Poland and the United States, accumulating a collective +4000 views. In launching Season 2 of the Good Hood Stories, the SACN continued to use storytelling as a way of capturing and disseminating the experiences associated with managing collaborative and innovative urban projects. Season 2 celebrates four more stories that demonstrate innovative and collaborative city development practices.

## Urban Safety Reference Group

Established in 2014, the USRG is convened by the SACN with technical support from the VCP Programme, which is a joint South Africa–German intervention, with co-financing from Global Affairs Canada. The VCP is steered by COGTA and other departments and implemented by the GIZ on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). The USRG is a platform for peer-to-peer learning and knowledge-sharing among practitioners from SACN's participating cities and other government role-players involved in urban safety and violence prevention. Phase V of the SACN−GIZ partnership covers the period 2022 to 2024.

For Phase V, the USRG laid out four broad areas of focus, with the aim of supporting evidence-informed practice initiatives for safer cities:

- Political-administrative interface for safety.
- Multi-stakeholder partnerships for transversal safety governance.
- Designing and applying a precinct-based safety intervention.
- Gender mainstreaming and GBV prevention.

During the year, the USRG met regularly and produced several research outputs, including the following:

- **The State of Crime and Safety in South African Cities Report 2022.** Developed through the Institute for Security Studies (ISS), the 2022 report was a truncated crime statistics update in anticipation of the fully-fledged 2023 report that will mark the 10th anniversary of the USRG. The 2022 report introduced an exciting new feature, of maps illustrating spatialised city-level crime that show the true distribution of each crime type or indicator across a city. These maps were created in collaboration with the SACN's Innovative Cities programme.
- **Policy brief no. 1/2023: The case for safety audits for community safety at the city level.** This brief highlights the need for integrating safety audit data with crime statistics and other tools/data sets and gives practical examples of how safety audits can be conducted, especially when cities are strained for resources.
- **Advocacy pieces on transversal management of GBV.** This series of visual tools supports multistakeholder partnerships on GBV prevention at a city level, unearthing the practical and multisectoral ways that municipalities can contribute to making a city safer, inclusive and more liveable.

## Sustainable and Resilient Cities Reference Groups

**Urban Energy Network:**
The Urban Energy Network (UEN) is convened in partnership with the SACN, Sustainable Energy Africa (SEA) and SALGA and has been running for almost two decades. Members of the UEN include managers responsible for electricity, energy policy and planning in SACN participating cities, selected secondary cities and some local municipalities. While the nature of meetings may have changed over time, their essential function remains:

- To build municipal staff capacity around current sustainable energy issues, e.g., by providing input by specialists or details of practitioner experiences.
- To enable lessons to be shared and mutual solutions to be developed and coordinated among municipalities grappling with similar issues.
- To develop relationships and facilitate information flow between local and national levels of government and other organisations.

In November 2022, the UEN organised a two-day knowledge exchange event on the electric vehicle (EV) transition. Policymakers, industry leaders, academia, researchers and city practitioners shared views about the impact of the global EV transition on South Africa's automotive and transport industries and explored the role of local government in supporting this transition. What emerged from the dialogues was the need for municipalities to develop an EV strategy, with action plans mainstreamed across all relevant sectors (transport, electricity distribution, spatial planning, etc.). As the discussions unfolded, it became clear that a multi-stakeholder and multi-sectoral approach is essential to realise the imperatives of South Africa's National Development Plan, the commitment to the Paris Agreement, the Green Transport Strategy as well as the Just Transition Framework.

**Water Resilient Cities Reference Group**

Since 2018, the SACN and SALGA, together with their partners, the GIZ's Natural Resources Stewardship Programme (NatuReS) and the USAID's Water Sanitation and Hygiene Finance Program (WASH-FIN), have convened the Water Resilient Cities series of knowledge-exchange/learning events, with the support of varying partners over the years. Partners include the World Bank 2030 Water Resources Group, C40 Cities Finance Facility (CFF), Water Research Commission (WRC) and most recently, the World Resources Institute (WRI). The topics discussed are guided by participant feedback (from city managers and practitioners, water specialists in the public and private sectors, civil society organisations and regional and international experts). The events have become catalysts for peer-to-peer learning, solution-seeking conversations, capacity-building among participating cities, and innovative responses to water security and resilience challenges.

On 30 March 2023, the sixth Water Resilient Cities series of learning events was held against the backdrop of World Water Day 2023 and the UN Water Conference under the same theme of accelerating change. At the learning and knowledge-exchange event, collaborators and participants:

- Shared their experiences in charting pathways for collaboratively strengthening water and sanitation service delivery.
- Highlighted alternative and innovative technologies that are being adopted across the Southern and Eastern African regions for WASH service delivery.
- Discussed approaches that some African cities are adopting to ensure local-level collaborative partnerships for accelerated delivery.
- Shared lessons for improved and accelerated access to water and sanitation services in various African cities.

At the conclusion of the event, participants and speakers were able to positively link SDG 6 with most of the activities they are undertaking and were spurred on to continue working collaboratively, recognising that multiple and diverse entities make a stronger combined whole and that contextual flexibility is important, as is the involvement and uptake by relevant government and city entities, to accelerate progress and change.

## Expanded Public Works Programme Reference Group

Launched in 2005, the EPWP RG is hosted in partnership with the national DPWI and consists of key officials from South Africa's metropolitan municipalities (metros) responsible for designing and implementing EPWP projects. The EPWP RG meetings are held quarterly and provide a forum where the DPWI interacts with the participating cities to discuss various issues relevant to implementing the EPWP in their constituencies. The EPWP RG serves as a forum for facilitating information, knowledge exchange and coordination between the cities and relevant national departments to enhance the implementation of EPWP. In addition to its quarterly meetings, the EPWP RG facilitated research and arranged training and visits for city practitioners.

- **The Ekurhuleni Labour Market Report** offers a comprehensive analysis of the labour market within the City of Ekurhuleni to highlight support measures needed to improve employability and the role of public employment programmes, such as the EPWP, in a job seeker's journey.
- **Training on including persons with disabilities.** The training was arranged in response to the challenge of not meeting the target for including persons with disabilities in EPWP projects. Thirty-one individuals from Tshwane, Ekurhuleni, Msunduzi, Buffalo City, eThekwini, Mangaung and the DPWI attended the training, which covered understanding various kinds of disabilities, labels and stereotypes; disclosure; attitudinal, environmental and organisational barriers; and the role of leaders in ensuring inclusion.
- **An in-person meeting at Buffalo City Metropolitan Municipality.** Representatives from Tshwane, Ekurhuleni, eThekwini, Nelson Mandela Bay, Mangaung and Msunduzi attended the meeting, which included visits to two project sites where they were able to see a practical demonstration of how Buffalo City is ensuring inclusion of the EPWP in its projects.

## International Relations Forum

The International Relations Forum (IR Forum) is a collaborative effort of all SACN participating cities, comprising city practitioners who work in international relations within the cities. Its primary objective is to enhance the capability of city practitioners to comprehend and integrate city diplomacy into their city's development strategies. Practitioners attend quarterly IR Forum meetings to exchange knowledge, learn from each other and discuss ways to advance their global and local objectives.

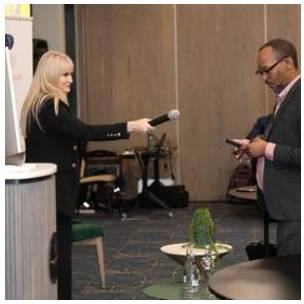
This year, the IR Forum also arranged training sessions on themes related to city diplomacy, ranging from economic development to climate change mitigation. The training programme, comprising three half-day structured sessions, was developed in partnership with the City Diplomacy Lab at the Columbia Global Centres, a think-tank of scholars and practitioners dedicated to connecting the local with the global and advancing international actions by cities that contribute to the development agenda. The first training session took place on 27 June under the theme of mainstreaming city diplomacy in municipalities. A theoretical framework and practical examples were used to enhance understanding of the evolution, key actors and outcomes of city diplomacy as a municipal cross-cutting policy. This session also provided a detailed overview of the policy and legal framework that

governs the international activities of South African cities. To showcase the added value of city diplomacy, several best practices from South Africa were presented. City practitioners derived much value from this session, which provided them with the practical tools to enable cities to take full advantage of twinning agreements, the most widespread diplomacy tool used by South African cities.

## City Communicators' Reference Group

Established in November 2019, the SACN City Communicators' Reference Group (RG) serves as a platform to forge closer relations with participating cities, communicate city agendas, disseminate information, and proactively communicate with respective communities in participating cities. Forging closer working ties between and among cities will ensure that information on urban development and city management is communicated to crucial city stakeholders in a planned, coordinated and seamless way. This year, the RG provided the following services to members.

- **eThekwini: Communications and Marketing Strategy Workshop.** The Head of Communications at eThekwini Municipality requested that the SACN assist in providing a workshop to develop the municipality's new communications and marketing strategy. A three-day workshop took place on 6−9 July at the Moses Mabhida Stadium, after which the SACN synthesised the information and developed the communications strategy, which the eThekwini Municipality Council subsequently adopted.
- **Nelson Mandela Bay Municipality: Water Crisis Communications.** In response to the metro's request, the SACN assisted in identifying the current messaging around the impending day-zero crisis. It conducted research around existing messaging and provided recommendations on crafting messages (about the importance of saving water and how the city is working to prevent day zero) that could be used to educate and inform the public. This water crisis study showed how communicators can tackle crisis communications in a city or municipality where public trust is low.
- **Johannesburg: Communications action lab.** On 10−11 May 2023, communicators from Buffalo City Metropolitan Municipality, City of Ekurhuleni, eThekwini Metropolitan Municipality, City of Johannesburg, Mangaung Metropolitan Municipality, Nelson Mandela Bay Municipality and City of Tshwane attended the first communications action lab that was held in Johannesburg. On Day 1, participants shared experiences of being city communicators, listened to a presentation from the City of Cape Town's Head of Communications and attended a media training session. Day 2 covered crisis communications, reputation management, media and their relationship with the cities, and storytelling to communicate the city brand, as well as the digital media landscape of South Africa and insights and tips to inform social media communications.
- **Media Training.** In partnership with a qualified media training company, training was provided to the city Mayoral Council and senior executive management, including the City of Johannesburg's Executive Mayor, Thapelo Amad (13 March 2023).



## BUILT ENVIRONMENT INTEGRATION TASK TEAM (BEITT)

In 2017, the SACN re-established the Built Environment Integration Task Team (BEITT) as a core pillar of its Inclusive Cities Programme. The BEITT aims to place city-built environment practitioners at the programme's centre, develop a deeper intelligence on the realities of built environment practice, and start shifting these practices. The BEITT comprises built environment practitioners from various disciplines across SACN's participating cities and members of the SACN Secretariat and National Treasury's City Support Programme (CSP). It brings together a community of practitioners to engage in generative conversation, learn together, fail forward and reflect on how to change the institutions tasked with transforming South Africa's cities.

This year, the BEITT convened four events.

- **BEITT Annual Retreat.** On 22 July 2022, BEITT members gathered in their favourite public spaces and connected via Zoom. The session was light, joyful and re-energising, combining conversation, movement and the fresh outdoor air, and marked the transition into a new financial year and another year of practitioner commitment to the BEITT.
- **BEITT Quarterly Meeting.** At the meeting on 29 September 2022, practitioners discussed a forthcoming paper about the measurement tools at the global (SDGs and New Urban Agenda, NUA) and local scale, which are being used to measure success in spatial transformation, the right to the City and access to the City. The measurement indicators also took into account sustainability and climate change issues in order to ensure intergenerational access to opportunities.
- **BEITT Practitioner Learning Exchanges: Keep the Bus Moving.** The BEITT held two learning exchanges (5 December 2022 and 24 May 2023) to conceptualise and then workshop the findings of a research project on SMMEs in the construction sector. Both sessions aimed to better understand the challenges and to find context-appropriate solutions to the construction sector and its ability to include SMMEs. The two engagements helped to shape a research paper, "Keep the Bus Moving: SMME Inclusion in the Construction Industry", which was published in 2023.
- **BEITT physical meeting in Ekurhuleni.** On 18−19 April 2023, the BEITT held its first in-person meeting since COVID-19. Hosted by Ekurhuleni's City Planning Department, the meeting's "travelling" format involved moving around the city to visit different sites. The focus was on multiple interpretations of "connection", especially transport/mobility connectivity and the physical connection of BEITT practitioners who were meeting again after so long. The meeting confirmed that the BEITT provides an important, safe and engaging space of connection, especially at this time of institutional instability and ever-more complex working environments for practitioners.

# PROGRAMMES

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: high-performing cities are well governed, productive, inclusive, resilient and sustainable and are guided by long-term city development strategies. The thematic areas comprise the five programmes that support the SACN's strategic objectives 1, 2 and 3.

## Well-Governed Cities

The programme fosters well-governed and financially sustainable cities that are fully accountable, capable of driving local development in partnership with the 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.

The **Urban Governance** sub-programme aims to improve the political-administrative interface and intergovernmental cooperation and collaboration with all of society through municipal leaders who understand the state of their cities and how cities operate. Its focus is to increase understanding of the complexity of the municipal environment, amplify the city voice in policy processes and facilitate iterative conversations between municipalities and all-of-society stakeholders.

| WELL-GOVERNED CITIES | SUB-PROGRAMME: URBAN GOVERNANCE | | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Capability-driven problem-led (CDPL) approach** | Pilot the CDPL project in one city: identify a pilot city and partner, establish a multi-disciplinary team, map out all stakeholders, initiate and complete phase 1 – deep problem diagnosis, explore solution and agree on a solution to test in phase 2. | • Signed agreement with a city.<br>• Signed agreement with a partner.<br>• CDPL project plan signed by the city.<br>• Phase 1 of CDPL implementation completed. | **Not Achieved** | City of Joburg identified as pilot city. Partnership MOU signed with PARI. Inception phase done. Three multi-disciplinary teams established. Phase 1 to be completed in Q2 of 2023/24. |

| WELL-GOVERNED CITIES | SUB-PROGRAMME: URBAN GOVERNANCE | | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Community of practice (CoP) in urban governance and municipal finance** | Establish and convene a CoP and facilitate the sharing of knowledge and skills, exploring of solutions and amplifying city voices in policy processes by bringing together practitioners, academics and stakeholders in all of society. | • 2 CoP engagements with preparation documents and agendas<br>• 2 engagement reports. | **Not Achieved** | Only one CoP engagement was convened in 2022/23. |

The **Municipal Finance** sub-programme aims to get municipalities to test/pilot new own-revenue sources and reform policies to enable cities to expand their own revenues through municipalities and key stakeholders, such as National Treasury (NT), SALGA and COGTA, understanding the need for alternative revenue sources for cities.

| WELL-GOVERNED CITIES | | SUB-PROGRAMME: MUNICIPAL FINANCE | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Development of a funding model** | Publish a knowledge publication to further investigate the funding gap, especially unfunded mandates, and advocate for NT approval of new revenue streams, as well as review city revenue and energy diversity, and sub-national climate change financing. | 1 knowledge publication, co-created with cities and partners, developed towards a sustainable funding model. | **Achieved** | |

| WELL-GOVERNED CITIES | | | SUB-PROGRAMME: MUNICIPAL FINANCE | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **State of City Finances Reporting** | Disseminate the State of Finances Report (SoCFF) | • Dissemination plan was implemented.<br>• SOCFR design and printing concluded.<br>• SOCFR loaded onto the SACN website.<br>• Engagement platforms to publicise the SOCFR established in line with the dissemination plan. | **Achieved** | |

# Productive Cities

The programme aims to ensure urban economies are inclusive, resilient and sustainable by supporting cities to respond to shocks, create an enabling environment, invest in developing human capital and job creation, and integrate the township and informal economies. It does this by providing research, data and market intelligence, facilitating dialogue and collaboration, and supporting cities with investment promotion and advocacy. The programme focuses on three broad areas: rethinking urban economies, job creation and skills development, and township and informal economies.

The **Rethinking Urban Economies** sub-programme aims to support urban economies to become diverse and inclusive, and cities to recover from the effects of COVID-19 and shift into a new trajectory. This will be achieved through cities exploiting their comparative advantage and attracting investment by creating an enabling environment. The focus is on investment promotions and real estate and infrastructure (re)development.

| PRODUCTIVE CITIES | | | SUB-PROGRAMME: RETHINKING URBAN ECONOMIES | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Investment Promotion** | Develop a measurement framework for evaluating the effectiveness of city-led initiatives aimed at creating an enabling, conducive environment for doing business in the city, with a focus on high-impact and high-growth SMMEs. | Measurement indicators for the effectiveness of city-led initiatives, assessing the impact of cities implementing sub-national doing business (SNDB) reforms on the economy. | **Achieved** | |

| PRODUCTIVE CITIES | | SUB-PROGRAMME: RETHINKING URBAN ECONOMIES | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Investment Promotion** | Continue with investigating the impact of COVID and develop a strategy/model with recommendations for building the resilience of city economies to shocks. | • Dissemination roadshow linked with advocating for cities to adopt recommendations.<br>• Final documents and dissemination plan. | **Achieved** | |

The **Job Creation and Skills Development** sub-programme aims to increase youth involvement, employment and productivity, with quality work opportunities available for all skill levels and labour equipped with appropriate skills. This is to be done through improving policy and regulations, creating enabling environments and making available training opportunities relevant to sectoral demands. Cities invest in the development of their human capital with a focus on reskilling for jobs of the future. The focus is on public employment programmes (PEPs), job readiness, exit strategies, jobs of the future, the fourth industrial revolution (4IR), green jobs and reskilling to respond to sectoral shifts.

| PRODUCTIVE CITIES | | SUB-PROGRAMME: JOB CREATION AND SKILLS DEVELOPMENT | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Skills Development** | Reskilling to respond to sectoral shifts (with an emphasis on jobs of the future) through partnership with an accredited training institution that can onboard EPWP graduates. | Finalise a partnership agreement with an accredited training institution for training city beneficiaries towards building skills for jobs of the future. | **Achieved** | |
| **Public Employment Programmes (PEPs)** | Publish the 2021/22 State of EPWP report. | 2021/22 State of EPWP report. | **Achieved** | |
| | Undertake one formal labour market analysis in cities for demand and supply, including contribution by PEPs. | Delivery of a formal labour market analysis study, complemented with a framework for a city-level (un)employment register (EPWP 2022/23 Research One). | **Achieved** | |

| PRODUCTIVE CITIES | | SUB-PROGRAMME: JOB CREATION AND SKILLS DEVELOPMENT | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Public Employment Programmes (PEPs)** | Disseminate 2021/2022 EPWP products to target audience to emphasise exit strategies for PEP. | Engagements with cities on the State of EPWP focusing on exit strategies and future workforce (agendas, attendance registers). | **Achieved** | |

The **Township Economies** sub-programme aims to have a vibrant and resilient township economy contributing to job creation, enterprise and skill development through integrating township economies into the formal value chains and vibrant youth-focused community incubation labs. Its focus is on SMMEs, the finance and services sector and property markets. The **Informal Economies** sub-programme aims to have a vibrant informal economy with linkages to the formal economy, contributing to job creation and enterprise and skills development through integrating informal economies into the formal value chains and with cities supporting the informal economies. Its focus is on trade (wholesale and retail), labour markets (services) and backyard rental markets.

| PRODUCTIVE CITIES | | SUB-PROGRAMME: TOWNSHIP AND INFORMAL ECONOMY | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **SMMEs (development and access to markets)** | Develop and launch a detailed market actors' analysis report focusing on SMMEs, | Launch research report on the analysis of market actors, reviewing supply-side of township SMME actors landscape (establishing clarity on market actors, providing formally registered township SMMEs with development, financing and access to markets). | **Achieved** | |
| | Develop and launch one position paper based on a culmination of case studies on the effectiveness of interventions for township-based SMMEs. | Launch a position paper reviewing and assessing the case studies on the effectiveness of "interventions" for township-based SMME development, financing and access to markets. | **Achieved** | |

| PRODUCTIVE CITIES | | SUB-PROGRAMME: TOWNSHIP AND INFORMAL ECONOMY | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **SMMEs (development and access to markets)** | Host a SMME partnership facilitation session during a prominent township economy event, e.g., the IDC's annual Township Economy Imbizo. | • Capitalise on existing actors to partner and host a township economic development learning event.<br>• Report detailing outcomes of the event. | **Not Achieved** | Despite efforts to achieve this target, this project was not completed due to the advisory work for the South African Local Government Bargaining Council taking priority. |

# Inclusive Cities

The programme focuses on how SACN can contribute towards safe, spatially transformed and interconnected communities with equitable access to services and social and economic opportunities, especially for the most vulnerable (children, youth, women and people with disabilities). It focuses on three broad areas: built environment integration, urban safety and urban youth.

The **Built Environment** Integration sub-programme aims to have more compact cities and offer opportunities to the most vulnerable populations. The broader focus is on addressing spatial apartheid through integrated approaches to built environment development, with a focus on integrated and flexible planning systems (planning, transport and human settlements), complete devolution of mandates and funding for transport and human settlements, emphasis on the public realm as an enabler (economic, environmental, governance and innovation) and practitioners who are enabled to respond in dynamic and human ways.

| INCLUSIVE CITIES | | SUB-PROGRAMME: BUILT ENVIRONMENT INTEGRATION | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Integrated and flexible planning systems** | Develop a report on the review of the alignment of spatial/ city transformation indicators. | 1 data alignment report. | **Achieved** | |

| INCLUSIVE CITIES | | SUB-PROGRAMME: BUILT ENVIRONMENT INTEGRATION | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Integrated and flexible planning systems** | Research report on integrated planning (transport, planning and human settlements) co-created with cities through the BEITT RG and engagement with cities and partners, with support from a service provider. | • Cities engaged through the BEITT on challenges of alignment between transport planning and human settlements.<br>• Report with findings and recommendations to improve transport planning and spatial planning developed. | **Not Achieved** | The report was completed and tabled at EXCO for approval, but the roundtable discussion with cities on recommendations is only planned to take place in July 2023. |
| | Investigate the challenges around implementing infrastructure projects, focusing on the inclusion, or lack thereof, of communities and SMMEs, resulting in disruptions and blockages. | 1 research report on scoping inclusive co-implementation of infrastructure in cities. | **Achieved** | |
| | Co-create solutions with cities on improving interdepartmental approaches for human settlements and transport planning and approaches to more inclusionary infrastructure | Co-create practice notes/field notes emanating from BEITT events to improve interdepartmental approaches and produce 4 practice/field notes published on the SACN website. | **Achieved** | |
| | Develop guidelines that assist municipalities with social housing institutional partners to scale up affordable housing solutions. | Guidelines co-created with cities, social housing institutions (SHIs) and other key stakeholders with support from expert service provider. | **Achieved** | |

The **Urban Safety** sub-programme aims to create safer cities, particularly emphasisinglic spaces and the safety of people with low incomes, women, and children. The broader focus is on mainstreaming urban safety across all city functions through city safety strategies that reflect the all-of-society, targeted approach to underlying socioeconomics and integrated safety services that are not enforcement-driven.

| INCLUSIVE CITIES | | | SUB-PROGRAMME: URBAN SAFETY | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Urban youth platforms** | Develop a youth engagement toolkit to assist cities to develop capabilities to engage with young people and ensure their participation and collaboration in the governance and development of cities. | Youth toolkit co-created with cities with the aim of assisting cities to apply guidelines in 2023/24. | **Achieved** | |

# Sustainable and Resilient Cities

The programme focuses on the SACN's contribution towards the just transition. It uses its strategic pillars to assist and support cities in developing economically equitable, socially inclusive and ecologically sustainable cities that are well governed. It is envisaged that the achievement of these ideals in the long term will translate into communities that are thriving, liveable, healthy, spatially transformed and rich in biodiversity. It focuses on three broad areas: climate change adaptation, resource efficiency and urban resilience.

The **Climate Change Adaptation** sub-programme's broader focus is on nature-based solutions (NBS) and the just energy transition through advocating for institutional and system changes for embedding sustainability practices, guidance on diversifying energy production, and ensuring equitable access and advice on incorporating NBS as part of adaptation strategies.

| SUSTAINABLE AND RESILIENT CITIES | | | SUB-PROGRAMME: CLIMATE CHANGE ADAPTATION | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Diversifying energy production, improving and ensuring equitable access to affordable and clean energy for the urban poor** | Produce a report of identified and updated renewable energy indicators. | 1 approved renewable energy indicators report. | **Not Achieved** | Target not met. RFP developed and issued. PSP co-creation partner appointed. Data collection finalised. The report is now in development and will be finalised in Q1 of 2023/2.4 |

| SUSTAINABLE AND RESILIENT CITIES | | SUB-PROGRAMME: CLIMATE CHANGE ADAPTATION | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Diversifying energy production, improving and ensuring equitable access to affordable and clean energy for the urban poor** | Produce research paper on governance for the just urban transition. | 1 approved research paper on governance for the just urban transition. | **Not Achieved** | Target not met. RFP developed and issued. PSP co-creation partner appointed. Data sources identified. Preliminary research completed and data research finalised. First draft submitted. The report will be finalised in Q1 of 2023/24. |
| **Incorporating nature-based solutions (NBS) as part of adaptation strategies** | Produce an information guide detailing available channels for climate finance for cities. | 1 information guide on available channels for climate finance for cities. | **Achieved** | |
| | Produce a practice guide detailing options for NBS for cities. | 1 practice guide with options for incorporating NBS in planning, budgeting and implementation processes in cities. | **Achieved** | |

The **Resource Efficiency** sub-programme's broader focus is on water resilience and waste management through co-developing water resilience strategies and guiding shifting to implementation and anticipatory water governance, advocating for institutional and system changes to address critical structural changes and guidance on implementing effective waste management options and exploring opportunities for an inclusive circular economy.

| SUSTAINABLE AND RESILIENT CITIES | | SUB-PROGRAMME: RESOURCE EFFICIENCY | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Water Resilience Strategies** | Produce a report on water use and efficiency based on updated indicators included on the SCODA platform. | 1 approved report on water use and efficiency. | **Not Achieved** | Target not met. RFP developed and issued. PSP co-creation partner appointed. Data collection and analysis finalised. The report is now in development and will be finalised in Q1 of 2023/24. |

| SUSTAINABLE AND RESILIENT CITIES | | SUB-PROGRAMME: RESOURCE EFFICIENCY | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Effective waste management and inclusive circular economy** | Produce report on waste management and circular economy based on updated indicators included on the SCODA platform. | 1 approved report on waste management and circular economy. | **Not Achieved** | Target not met. RFP developed and issued. PSP co-creation partner appointed. Data collection and analysis finalised. The report is now in development and will be finalised in Q1 of 2023/24. |

The **Urban Resilience** sub-programme's broader focus is on climate change and disaster risk reduction, mitigation, recovery and adaptive capacity through co-creating city resilience strategies with cities to address the risks, stresses and shocks and advocating for institutional and system changes for building robust and resilient systems.

| SUSTAINABLE AND RESILIENT CITIES | | SUB-PROGRAMME: URBAN RESILIENCE | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **City Resilience Strategies** | Develop SACN conceptual framework for urban resilience. | 1 approved organisation-wide conceptual framework on urban resilience. | **Achieved** | |
| | Convene knowledge exchange events on cross-cutting sustainability themes | • 4 knowledge exchange events.<br>• Event reports summarising findings/process forward emanating from the events. | **Achieved** | |

# Innovative Cities

The Innovation Programme is a portfolio designed to drive innovation by ensuring integration across SACN's programmatic work. This is done through collaboration, experimentation and learning across the SACN Secretariat and the Network. Its core mandate includes developing and driving urban data and smart cities initiatives, supporting cities to develop and implement long-term city development strategies (CDS), driving the SACN's flagship publication – the State of City Report (SOCR) – and supporting the CEO to drive SACN's Pan-African agenda and international networking initiatives. The programme also coordinates the SACN's Integrated Urban Development Framework (IUDF) secretariat role through city-level projects and partnerships. It focuses on four broad areas: CDS, urban data intelligence, monitoring and reporting (SOCR) and the IUDF.

The **CDS** sub-programme supports the production of CDS, which are long-range plans of action that help cities prepare for growth and development so they can be effective and sustainable, transform economies and be more inclusive in the long term. This is done by guiding city sectoral plans and long-term investments by all government and private sectors. The aim is to support cities and provincial governments to produce city CDS and regional CDS through inclusive and transparent processes with a vision and goals shared by all of society.

| INNOVATIVE CITIES | | | SUB-PROGRAMME: CDS | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Support the development of CDS** | Initiate CDS process with two cities and develop a review report per city. | 2 review reports.<br>CDS process in two cities with signed MOUs and project plans. | **Target Removed** | Target removed from the APP as per the Board approved APP Adjustment Report |

The **Urban Data Intelligence** sub-programme focuses on urban data and indicators, tracking the performance of cities over time via SCODA and helping to build better and "smart" cities by leveraging technology for better citizen engagement. This will be done through improved policies, planning and decision-making based on data intelligence. The aim is for cities to derive value from SCODA, for SCODA to improve and have comprehensive indicators, and for the organisation to improve capabilities and partnerships around data.

| INNOVATIVE CITIES | | | SUB-PROGRAMME: URBAN DATA INTELLIGENCE | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Comprehensive indicators based on credible data for SACN's work and cities** | Conduct city-specific SCODA projects. | 2 review reports.<br>CDS process in two cities with signed MOUs and project plans. | **Target Removed** | Target removed from the APP as per the Board approved APP Adjustment Report |

| INNOVATIVE CITIES | | SUB-PROGRAMME: URBAN DATA INTELLIGENCE | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Comprehensive indicators based on credible data for SACN's work and cities** | Conduct city-specific SCODA projects. | • Undertake four city-specific SCODA projects with Johannesburg, Ekurhuleni, eThekwini and Nelson Mandela Bay based on signed MOUs.<br>• Report on SCODA progress, statistics/utilisation. | **Achieved** | |
| | Conduct internal SACN-specific SCODA projects. | • Undertake four data-support projects for thematic areas (Well-governed Cities, Productive Cities, Inclusive Cities and Sustainable & Resilient Cities).<br>• Produce a data-use report per thematic area. | **Achieved** | |
| | Launch SCODA V3 and engage with cities on the SCODA V3 to bring them fully on board. | • 1 launch event.<br>• 1 launch report.<br>• Engagements with at least three cities. | **Achieved** | |
| | Convene the South African Council for City Data (SACCD). | 4 SACCD meetings with meeting minutes, agenda and attendance register. | **Achieved** | |
| | Develop a data strategy. | Approved data strategy. | | |

The **Monitoring and Reporting** (SOCR) sub-programme provides a perspective on city performance, conditions and issues through the State of Cities Report. Monitoring and reporting on performance and improving accountability should improve policies, planning and decision-making and enhance the capability of city practitioners and urban actors. The aim is for the knowledge produced through the SOCR to be applied and disseminated effectively.

| INNOVATIVE CITIES | | SUB-PROGRAMME: MONITORING AND EVALUATION | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Planning, production, dissemination and application of SOCR-generated knowledge** | Produce a close-out report for SOCR V. | Project report and 1 final close-out report. | **Achieved** | |
| | Produce a mid-term barometer report. | Project plan and draft barometer report. | **Achieved** | |
| | Finalise the 4 paper series commissioned in 2021/2022. | 4 final SOCR paper series. | **Achieved** | |

The **IUDF** sub-programme aims to have South African cities and towns that are more inclusive, safe, productive and resource-efficient by fostering a shared understanding across government and society about how best to manage urbanisation and achieve the goals of economic development, job creation and improved living conditions for South Africans. The aim is for cities to be spatially transformed with effective governance and inclusive economies and for cities to implement the imperatives of IUDF by embedding its levers into their strategies and spatial and sectoral plans. This will be done through the IUDF implementation plans, monitoring, evaluating and reporting framework with clear indicators.

| INNOVATIVE CITIES | | SUB-PROGRAMME: IUDF | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Application of IUDF levers in city-level projects** | Undertake 2 SACN thematic-focused IUDF projects for Inclusive Cities & Innovative Cities. | • 2 IUDF seed funding projects.<br>• IUDF concept note for the projects. | **Achieved** | |

# GOVERNANCE, STRATEGY AND PARTNERSHIPS

This Unit ensures that the organisation is well governed and sustainable through implementing the right strategy, building strategic partnerships, mobilising resources from diverse sources, and positioning itself as a credible thought leader and voice of cities through effective communication and advocacy. It has four components: governance, strategy and reporting; stakeholder relations and fundraising; communications and marketing; and policy research and advocacy that support the SACN's strategic objectives 2, 3 and 4.

## Governance, Strategy and Partnerships

This sub-component ensures that the SACN has a well-functioning Council and Board and successfully implements an impactful strategy that results in a sustainable organisation.

| GOVERNANCE, STRATEGY AND PARTNERSHIPS | SUB-COMPONENT: GOVERNANCE, STRATEGY AND REPORTING | | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/ Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Governance** | Ensure a well-functioning Council that sees to it that SACN has a strategic research agenda that responds to the needs of cities. | • 1 Council AGM.<br>• Minutes of meetings. | **Achieved** | |
| | Ensure a well functioning and active Board that provides effective oversight and strategic guidance to the organisation. | • 4 Board meetings.<br>• Minutes of meetings.<br>• 12 Board committee meetings.<br>• Minutes of meetings. | **Achieved** | |
| | Ensure a well-managed and fully accountable Secretariat with effective internal controls, continued compliance, financial and risk management. | Approved Risk Register<br><br>Conduct risk committee engagements and have minutes of engagements. | **Achieved** | |

| GOVERNANCE, STRATEGY AND PARTNERSHIPS | SUB-COMPONENT: GOVERNANCE, STRATEGY AND REPORTING | | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/ Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Governance** | Ensure strong mutual trust among the Secretariat, Board and Council. | Convene one Joint Council, Board & Secretariat meeting and produce meeting minutes. | **Achieved** | |
| **Strategy and Reporting** | Improve and consistently report on the impact and reach of SACN's work to SACN's partners and stakeholders. | Produce 4 quarterly reports that are approved by Board.<br><br>Produce 1 annual report that is approved by Board. | **Achieved** | |
| | Ensure SACN successfully implements its strategy while taking into account developments at local, national and global levels. | • Develop an approved MEL (Monitoring, Evaluation and Learning) framework and implement across the organisation.<br>• Approved annual business plans for Year 3 (2023/24). | **Achieved** | |
| | Ensure SACN has an impactful strategy that responds to the needs of cities and ensures organisational sustainability. | 2 Secretariat strategy evaluation workshops with notes from workshop.<br><br>2 Board strategy evaluation workshops with internal strategy evaluation report. | **Achieved** | |

# Stakeholder Relations and Fundraising

This sub-component aims to create sustainable relations with cities and partners by understanding each other's strategic objectives to deepen our impact and ensure sustainability. The fundraising aims to identify and explore funding opportunities for the growth of the organisation through its programmatic work and sustainability.

| GOVERNANCE, STRATEGY AND PARTNERSHIPS SUB-COMPONENT: STAKEHOLDER RELATIONS AND FUNDRAISING | | | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/ Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Retention of existing cities and partners, establishing new partnerships** | Develop a stakeholder mapping and engagement plan of new partners. | • Identify new strategic partners to be targeted to link to programmatic work as strategic implementing partners.<br>• Secure at least one partner per programmatic area with partnership agreements/ framework. | **Achieved** | |
| | | • Identify prospective events to profile the SACN (i.e., exhibitions, conferences, events, industry awards).<br>• 3 stakeholder activities with marketing plan/ sponsorship agreement/award submissions. | **Achieved** | |
| | Conduct partner networking events to strengthen existing partnerships and establish new relations. | • Quarterly stakeholder/partner engagements hosted by the SACN for existing partners and prospective partners with event/activity reporting.<br>• Database/registers. | **Achieved** | |

| GOVERNANCE, STRATEGY AND PARTNERSHIPS SUB-COMPONENT: STAKEHOLDER RELATIONS AND FUNDRAISING | | | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/ Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Retention of existing cities and partners, establishing new partnerships** | Profile the organisation through relevant channels. | • Identify an initiative that can be implemented using internal resources as volunteers for the project.<br>• 1 CSI initiative with project plan and close-out report. | **Achieved** | |
| | Renewal of city agreements. | 8 new Memorandums of Agreement (MoAs) disseminated to all participating cities and feedback from engagements. | **Achieved** | |
| | Establish new partnerships with intermediary cities. | • Proactive identification of intermediary cities based on alignment of programmatic work and engagement with prospective intermediaries.<br>• 2 intermediary cities engaged and engagement reports. | **Achieved** | |
| **Diversify funding sources and identify new funding partners (international and local)** | Strengthen internal fundraising structures. | • Regulate the frequency of committee engagements and outcomes to be derived.<br>• Host 12 committee engagements (committee reports and minutes). | **Achieved** | |

| GOVERNANCE, STRATEGY AND PARTNERSHIPS SUB-COMPONENT: STAKEHOLDER RELATIONS AND FUNDRAISING | | | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/ Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Diversify funding sources and identify new funding partners (international and local)** | Identify and package key strategic programmes to aggressively market for funding. | • Develop a dashboard outlining the focus areas for funding for the year to enable proper planning and allocation of resources.<br>• 5 focused programmatic areas (concept notes). | **Achieved** | |
| | Targeted funding activities. | • Provide updates on the current fundraising plan, which is a live document (proposed funding opportunities for the year and grant applications submitted).<br>• Approach 3 small grant funders <R500,000 and 6 large grant funders >R500,000 for funding. | **Achieved** | |
| | Develop tools of trade − impact reporting to attract funders. | • Compilation of 3-year impact stories into a booklet that will accompany the company profile when presenting the SACN to prospective clients.<br>• 1 impact booklet (printed and digital copies). | **Achieved** | |

# Communications and Marketing

The sub-component's goal is to ensure that SACN is positioned as a credible and trusted thought leader in urban development issues through effective communication.

| GOVERNANCE, STRATEGY AND PARTNERSHIPS | | SUB-COMPONENT: COMMUNICATIONS AND MARKETING | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/ Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Communications Strategy and Policy** | Develop a communication plan based on the review outputs of the SACN team media monitoring statistics | • Communications plan<br>• Quarterly performance report<br>• Media monitoring report | **Achieved** | |
| **20-Year Anniversary** | Mark the 20-year anniversary of SACN | Communications and implementation plan | **Achieved** | |
| **Facilitate public dialogues** | • Facilitate campaigns, secure media partnerships and produce impact report<br>• Record of media engagements<br>• Perform analytics of media reach and impact. | Approved project and concept plan for public dialogues | **Achieved** | |
| **Annual dissemination plan for the work produced by the SACN team** | Develop work plan for repurposed knowledge products | Approved knowledge dissemination plan | **Achieved** | |
| | Publish quarterly newsletters | Published quarterly newsletter: number of written contents produced, edited and published on internal and external platforms | **Achieved** | |

| GOVERNANCE, STRATEGY AND PARTNERSHIPS | | SUB-COMPONENT: COMMUNICATIONS AND MARKETING | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/ Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Deliver tailored and consistent messaging** | Develop and implement an annual partner communication plan and an annual stakeholder engagement plan | • Inform stakeholders about strategically important activities SACN and participating cities host.<br>• Events calendar identifying key exhibitions and events for SACN participation | **Achieved** | |
| | Develop and implement an annual perceptions survey | Survey roll-out and results | **Achieved** | |
| **Amplify the voice of cities through events and Communications Reference Group engagements** | Increase awareness of municipal activities; Inform parties on programmes and partnerships | • 1 exhibition and events strategy<br>• Communication plans for events and new projects | **Achieved** | |
| | Convene Communications Reference Group engagements | • 1 Communications Reference Group engagement annual plan<br>• Number and communications practice content of reference group engagements | **Achieved** | |

# Policy Research and Advocacy

This sub-component aims to ensure that SACN is positioned as a credible policy research entity and an advocacy champion on issues affecting cities on urban development.

| GOVERNANCE, STRATEGY AND PARTNERSHIPS | | SUB-COMPONENT: POLICY RESEARCH AND ADVOCACY | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/ Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Policy Research** | Generating city-centric policy research that is thematically aligned to SACN programmatic work. | • 3 Exco-approved research concept notes.<br>• 3 published policy briefs from existing research.<br>• 3 published practice guides from existing research.<br>• 2 published policy position papers. | **Achieved** | |
| **Advocacy** | Implement two advocacy projects using the SACN policy advocacy toolkit. | 2 Exco-approved advocacy project concept notes. | **Achieved** | |
| | | 2 reports for advocacy projects that convene city voices and all-of-society partners related to any of the following: improved affordable housing, municipal finance, informal economies, embedding sustainable practices. | **Achieved** | |

# FINANCE AND CORPORATE SERVICES

The core function and aim of the Finance and Corporate Support unit is to provide organisational and operational support to enable the SACN to achieve its vision and mission effectively and efficiently. It has five sub-components: finance, human resources, supply chain management (SCM), information technology (IT) and risk management that support the SACN's strategic objective 4.

## Finance

The main purpose of this sub-component is to ensure the company's financial health, producing financial reports and developing strategies based on financial research. It also ensures that the budgeting process is well-managed and tracked against project and programme funding. Focus areas include preparing and submitting mid-year and year-end SARS statutory accounts; collecting and analysing data, which is used in preparing the weekly and monthly reports; ensuring the preparation and delivery of monthly cash flow statements and controlling expenditure and cash flow; responding to financial inquiries by gathering and interpreting data; managing the internal and external audits, and ensuring that the SACN assets are being used in pursuance of the company's strategic objectives.

| FINANCE AND CORPORATE SERVICES | | | SUB-COMPONENT: FINANCE | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/ Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Conduct a market study to identify SACN's niche market** | Develop a market study report. | Exco-approved market study report. | **Achieved** | |
| **Conduct due diligence – legal structure, tax and governance** | Develop a legal due diligence report. | Exco-approved legal due diligence report. | **Achieved** | |

| FINANCE AND CORPORATE SERVICES | | | SUB-COMPONENT: FINANCE | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/ Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Investment policy** | Develop an investment policy | Exco-approved market study report. | **Achieved** | |
| **Conduct due diligence – legal structure, tax and governance** | Develop a legal due diligence report. | Board and Council approved investment policy. | **Not Achieved** | Target not met. The market study done by Deloitte did not cover investment options. This work will continue in 2023/24. |
| **Feasibility and viability of specific investment options** | Develop feasibility reports, investment assets options. | Board and Council approved feasibility report. | **Not Achieved** | Target not met. The market study done by Deloitte did not cover investment options. This work will continue in 2023/24. |
| **Internal Audit** | Conduct internal audit. | Approved internal audit reports. | **Achieved** | |
| **External Audit** | Conduct external audit. | Audited financial statements. | **Achieved** | |
| **Revenue collection** | Collect all SACN revenue as per set targets. | 100% of SACN annual revenue is collected. | **Not Achieved** | Have received 75% of revenue from municipalities. |

# Human Resources (HR)

This sub-component manages HR activities across the organisation. It entails consulting with senior management and providing daily HR guidance, analysing trends, managing employee relations issues and resolving grievances, working closely with management and employees to build morale, and increasing productivity and retention. It also provides HR policy guidance, monitors the workforce planning and performance management system, and is responsible for the recruitment process to ensure the company has full capacity to deliver on its business strategy.

| FINANCE AND CORPORATE SERVICES | | SUB-COMPONENT: HUMAN RESOURCES | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/ Not Achieved** | **Comments (Challenges and explanation of variance** |
| **HR Policies** | Workshop all HR policies. | Internal team has been trained on all HR policies. | **Achieved** | |
| **Performance management** | Ensure that performance management processes are followed and the necessary development training is identified. | Exco-approved performance management plans. | **Achieved** | |
| | Development of an electronic performance management tool. | An approved electronic performance management tool. | **Not Achieved** | The scope for the project was changed to developing the reporting tool for the entire organisation. This will be revisited in the new financial year. |
| **Change management and culture redesign** | Develop and implement change management and culture redesign approach. | Exco approved change management and culture redesign approach. | **Not Achieved** | A draft change management framework was developed by end of Q4 but was not approved by EXCO. The expectation is that EXCO will approve it in the new financial year. |

# Supply Chain Management

The main purpose of the SCM sub-component is to drive compliance within SACN on SCM prescripts and procedures. It also ensures that the organisation complies with all SCM rules and regulations; and organises, controls and coordinates SCM functions, including demand acquisition, bid administration and supplier performance.

| FINANCE AND CORPORATE SERVICES | | SUB-COMPONENT: SUPPLY CHAIN MANAGEMENT | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/ Not Achieved** | **Comments (Challenges and explanation of variance** |
| **SCM Reporting** | Manage and report monthly on the status (actual vs planned) of expenditure, payment policy and annual procurement plan, contracts and logistics. | Monthly procurement reports − manage procurement in line with the approved annual procurement plan. | **Achieved** | |
| | Conduct 360 feedback survey on SCM and logistics management. | Completed surveys – feedback used for an improved and efficient SCM function that adds value to the organisation. | **Achieved** | |
| **SCM Policy Review** | Benchmark SCM policy and develop an SCM policy which is appropriate for the company and in line with best practice. | Exco-approved and updated SCM policy. | **Achieved** | |
| **SOPs and Templates** | Develop SCM templates and standard operating procedures (SOPs). | Exco-approved SCM templates and SOPs. | | |

# Information Technology

The IT sub-component's objective is to manage the IT systems of the organisation.

| FINANCE AND CORPORATE SERVICES | | SUB-COMPONENT: INFORMATION TECHNOLOGY | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/ Not Achieved** | **Comments (Challenges and explanation of variance** |
| **IT policies and SOPs** | Develop IT policies and standard operating procedures (SOPs). | Exco-approved IT policies and SOPs. | **Achieved** | |
| **Back-up and disaster recovery plan** | Develop a back-up and disaster management plan. | Exco-approved back-up and disaster management plan. | **Achieved** | |
| **Data storage and retrieval protocols** | Develop data storage and retrieval protocols. | Exco-approved data storage and retrieval protocols. | **Achieved** | |
| **IT reporting** | Produce monthly reports. | IT monthly reports. | **Achieved** | |

# Risk Management

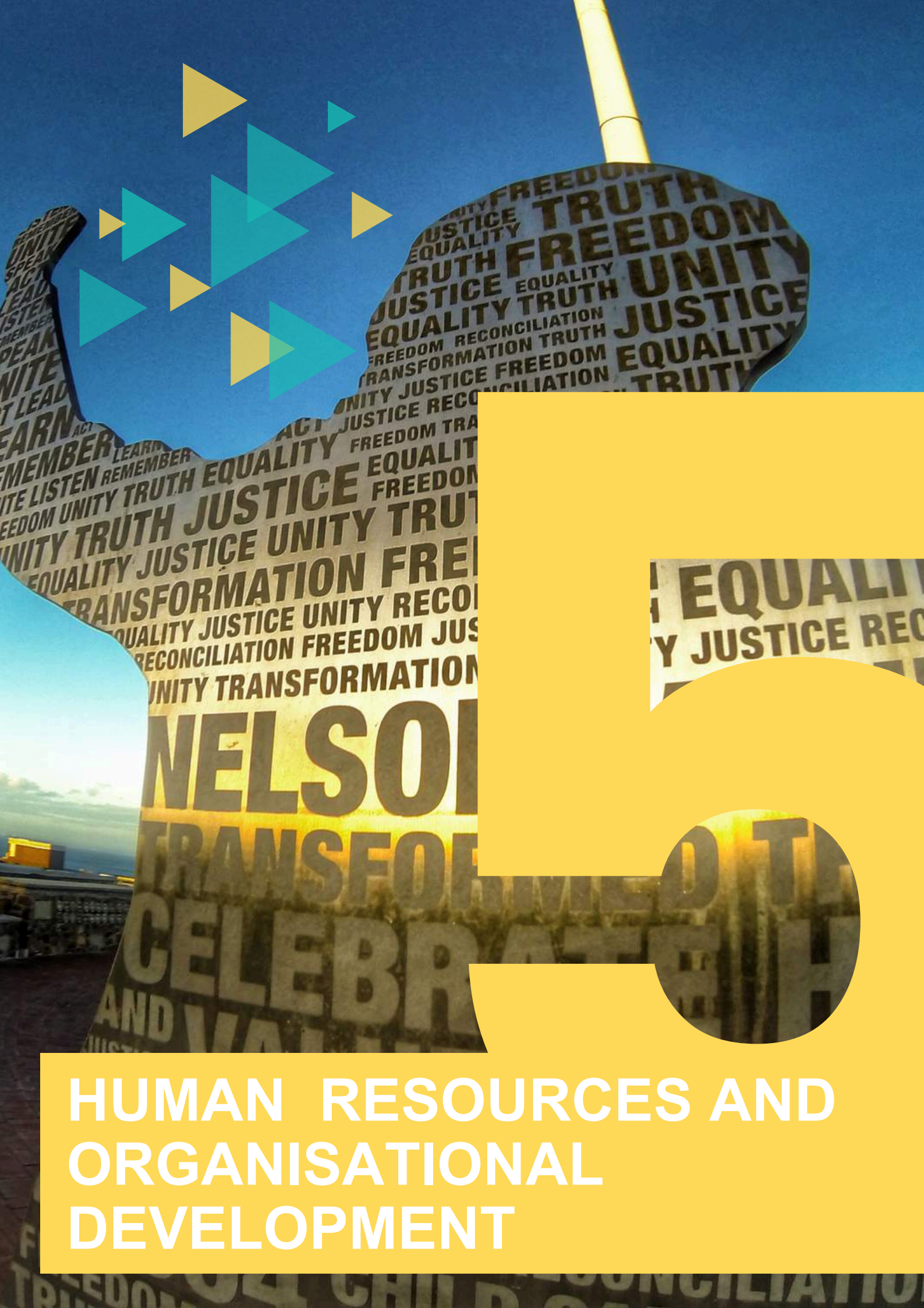
Within this sub-component, the SACN identifies and actively manages any risks through its Risk Monitoring and Management Committee, which focuses on mitigating, managing and tracking all identified risks in the risk register. This is done in line with corporate governance principles.

| FINANCE AND CORPORATE SERVICES | | SUB-COMPONENT: INFORMATION TECHNOLOGY | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/ Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Business Unit Risk Register** | Develop the business unit risk register. | Effective risk management – Exco-approved business unit risk register. | **Achieved** | |
| **Organisational Risk Register** | Develop an organisational risk register. | Effective risk management – updated and Exco-approved organisational risk register. | **Achieved** | |
| **Organisational risk appetite statement** | Develop a risk appetite statement for the organisation. | Exco-approved risk appetite statement. | **Achieved** | |

# Office of the CEO

The Office of the CEO's core function is to ensure that SACN is a well-functioning and sustainable organisation that achieves the impact it sets out to achieve through its strategy.

| OFFICE OF THE CEO | | SUB-COMPONENT: NON-PROGRAMMATIC FUNCTIONS | | |
|---|---|---|---|---|
| **Project Title** | **What SACN will do in 2022/23** | **Outcome (How performance will be measured** | **Achieved/ Not Achieved** | **Comments (Challenges and explanation of variance** |
| **Global Networks** | Develop a continental networking approach. | Exco-approved approach to continental engagements. | **Achieved** | |
| **Office Management** | Develop internal standard office procedures and templates. | Exco-approved procedures and templates. | **Not Achieved** | This project was delayed and is to be undertaken as part of a broader business re engineering process to document all SACN business processes. |
| **Company Secretary** | Develop an annual reporting guideline. | Exco approved annual reporting guideline. | **Not Achieved** | The process to develop a reporting guideline was amalgamated with GSP's Business Planning and Reporting Framework. |




# HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

# HUMAN RESOURCE AND ORGANISATION DEVELOPMENT

## 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 7 **SACN Training and Development (July 2022–June 2023)**

| DATE | TRAINING | SERVICE PROVIDER | NO. OF ATTENDEES |
|---|---|---|---|
| 16 Sep 22 | Fundamentals of Fundraising | Wits Business School | 6 |
| 23 Sep 22 | Individual Coaching | MONOWE | 1 |
| 24 Sep 22 | SACN Urban Resilience Workshop | SACN In-house | 28 |
| 25 Sep 22 | SACN Urban Resilience Workshop | SACN In-house | 28 |
| 17 Oct 22 | UCT Prop Development and Investment | Get Smarter - UCT | 1 |
| 28 Nov 22 | UCT Project Management Foundations | Get Smarter - UCT | 1 |
| 4 Dec 22 | SAICA Membership - Sophia | SAICA | 1 |
| 2 Feb 23 | Data Strategy Workshop | SACN In-house | 6 |
| 7 Feb 23 | PRISA Membership | PRISA | 1 |
| 17 Feb 23 | Business Writing and Reporting Skills | ABS International | 19 |
| 21 Feb 23 | Post Graduate Diploma in Future Studies | University of Stellenbosch | 1 |
| 1 Mar 23 | Master's Degree in Sustainable Urban Practice | University of Cape Town | 1 |
| 3 Mar 23 | Corporate Financial Modelling | Miricle Solutions CC | 3 |
| 6 Mar 23 | UCT Construction Management | Get Smarter - UCT | 1 |
| 14 Mar 23 | Intro to Curating | Sotheby's Institute | 1 |
| 24 Apr 23 | UCT Data Analysis Online Course | Get Smarter - UCT | 1 |
| 23 May 23 | 2023/2024 Tax Update: Tax Law Amend | CPD Campus | 1 |

## 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 8 **Demographics of SACN Employees**

| RACE | GENDER | NUMBER |
|---|---|---|
| Black | Female | 11 |
| Black | Male | 7 |
| Indian | Female | 4 |
| Coloured | Male | 1 |
| White | Female | 1 |
| **Total** | | 28 |

# 6

# ANNUAL FINANCIAL STATEMENTS

# 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<br>Nontando Christine Zintle Ngamlana<br>Yolisa Dambuza<br>Siobhain Kathleen O'Mahony<br>Gary William Paul |
| **Registered Office** | Joburg Metro Building<br>158 Civic Boulevard<br>Braamfontein<br>Johannesburg<br>2017 |
| **Business Address** | Joburg Metro Building<br>158 Civic Boulevard<br>Braamfontein<br>Johannesburg<br>2017 |
| **Postal Address** | P.O. Box 32160<br>Braamfontein<br>Johannesburg<br>2017 |
| **Auditors** | Mazars<br>Registered Auditors |
| **Company Registration Number** | 2002/031754/08<br>Non-Profit Company No: 032-488 NPO |
| **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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| Independent Auditors Report | 76 - 78 |
| Statement of Financial Position | 79 |
| Statement of Comprehensive Income | 79 |
| Statement of Changes in Equity | 80 |
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| Notes to the Annual Financial Statements | 86 - 95 |

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

| | |
|---|---|
| Statement of Financial Performance | 96 |

**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 January 2024

# 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 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.

> **“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 company's focus on risk management is identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be 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 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 2024, and, in 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 the company's annual financial statements. The company's external auditors have examined the annual financial statements; their report is presented on pages 76 to 78.

The annual financial statements set out on pages 79 to 96, which have been prepared on a going concern basis, were approved by the board of directors on 30 January 2024 and were signed on its behalf by:

**Approval of annual financial statements**

**YOLISA DAMBUZA**

**“.....APPROPRIATE INFRASTRUCTURE, CONTROLS, SYSTEMS AND ETHICAL BEHAVIOUR ARE APPLIED AND MANAGED WITHIN PREDETERMINED PROCEDURES AND CONSTRAINTS.”**

# DIRECTORS REPORT

The directors have the pleasure of submitting their report on the annual financial statements of South African Cities Network (NPC) (SACN) and its associates for the year ended 30 June 2023.

## 1 Nature of the Business

South African Cities Network (NPC) was established in 2002 by the South African Minister for Department of Cooperative Governance and Traditional Affairs (former Department of Provincial and 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 the 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 the 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 International Financial Reporting Standards 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 2023 of R(14 434 140). This represented an increase of 11% from the loss after tax of the prior year of R(16 141 493).

Company revenue increased by 2% from R37 054 925 in the prior year to R37 828 510 for the year ended 30 June 2023.

Company cash outflows from operating activities increased from R(11 468 494) in the prior year to R(15 236 394) for the year ended 30 June 2023.

## 3 Directors

| Directors | Office | Designation | Changes |
|---|---|---|---|
| Blanche Yolisa Kani | Chairperson | Non-executive Independent | |
| Sithole Mabi Mangaliso Mbanga | CEO | Executive | Resigned Monday, 31 July 2023 |
| Ashraf Mohamed Adam | Board Member | Non-executive | Resigned Tuesday, 31 October 2023 |
| Modjadji Melidah Malahlela | Board Member | Non-executive | Resigned Thursday, 03 November 2022 |
| Nontando Christine Zintle Ngamlana | Board Member | Non-executive | |
| Yolisa Dambuza | Finance Director | Executive | Appointed Wednesday, 07 December 2022 |
| Siobhain Kathleen O'Mahony | Board Member | Non-executive | Appointed Friday, 01 July 2022 |
| Gary William Paul | Board Member | Non-executive | Appointed Friday, 01 July 2022 |

## 4 Events after the Reporting Period

The City of Ekurhuleni has submitted notice that they are no longer able to contribute to subscription income. This will have an impact on the cash flow of the organisation, however, a revised cash flow forecast has been prepared, which ensures that the organisation still operates within its approved budget. The directors are still confident that the revised cash flow forecast is sufficient for the company to continue as a going concern. The event is a non-adjusting event in the financial statements.

## 5 Going Concern

In view of the operating losses in the prior year and the current year, the directors recognise the risk of the organisation continuing as a going concern. To address this risk, directors have reviewed the company's cash flow forecast for the year to 30 June 2024 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 directors are confident that fundraising initiatives will be increased in the 2024 financial period. SACN has also approached COGTA for an increase in their grant allocation to R12 000 000 to cover any deficits. The directors are confident that funding from the current municipalities and COGTA is sufficient for the company to continue its operations as a going concern. SACN is also in the process of signing an MOU with COGTA for the implementation of its programmatic work. Further funding is expected from the Department of Human Settlements for R1 million rand, the Department of Agriculture, Land Reform and Rural Development for R1 million and the World Resource Institute for $ 5,831.

There is expected funding from GIZ for the amount of € 77 719, $15 000 from C40 and $5172 from the US Embassy.

In view of the above, directors believe that the company will have 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 can 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.

## 6 Auditors

Mazars continued in office as auditors for the company for 2023.

## 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, 30 January 2024. 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 79 to 96, which have been prepared on a going concern basis, were approved by the board of directors on 30 January 2024 and were signed on its behalf by:

**Approval of annual financial statements:**

**BLANCHE YOLISA KANI**
NON-EXECUTIVE INDEPENDENT
TUESDAY, 30 JANUARY 2024

**YOLISA DAMBUZA**
EXECUTIVE
TUESDAY, 30 JANUARY 2024

mazars

# INDEPENDENT AUDITORS 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 79 to 95, which comprise the statement of financial position as of 30 June 2023, the statement of comprehensive income, the statement of changes in equity and the 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 of 30 June 2023 and its financial performance and cash flows for the year that 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 – Relating to material uncertainty to going concern**

We draw attention to Note 22 in the financial statements, which discloses that the company incurred operating losses in the prior year and the current year. As a result, the directors acknowledge the inherent risk of the organisation's ability to continue as a going concern. In response to this risk, the directors have undertaken a thorough review of the company's cash flow forecast for the year ending 30 June 2024. Based on this evaluation and considering the current financial position, the directors are of the opinion that the company possesses, or has access to, sufficient resources to sustain its operational existence for the foreseeable future. While the directors have provided this assessment and believe the company is well-positioned to meet its obligations, it is essential to recognize the uncertainty associated with the realization of these future projections. Our opinion is not modified with respect to 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) Financial Statements for the year ended 30 June 2023", which includes the Directors' Report. 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 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 78, forms part of our auditor's report.

Mazars

**Mazars**
**Partner: Daniel Tekie**
Registered Auditor
30 January 2024 Pretoria

# APPENDIX

**Auditor's Responsibilities for the Audit of the Financial Statements**

As part of an audit in accordance with ISAs, we exercise professional judgment 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 Board Members.

- Conclude on the appropriateness of the Board Members' 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 2023

| Figures in Rands | Notes | 2023 | 2022 (Restated) |
|---|---|---|---|
| **ASSETS** | | | |
| **Non-Current Assets** | | | |
| Property, plant and equipment | 2 | 541 832 | 799 866 |
| **Current Assets** | | | |
| Trade and other receivables | 3 | 6 465 153 | 5 046 384 |
| Cash and cash equivalents | 4 | 4 471 976 | 19 769 310 |
| | | 10 937 129 | 24 815 694 |
| **Total Assets** | | **11 478 961** | **25 615 560** |
| **EQUITY AND LIABILITIES** | | | |
| **Equity** | | | |
| Retained Income | | **3 974 705** | **18 408 847** |
| **Current Liabilities** | | | |
| Trade and other payables | 5 | 2 270 607 | 3 546 188 |
| Deferred Income | 6 | 1 178 741 | 1 040 242 |
| Provisions | 7 | 4 054 908 | 2 620 283 |
| | | **7 504 256** | **7 206 713** |
| **TOTAL EQUITY AND LIABILITIES** | | **11 478 961** | **25 615 560** |

# STATEMENT OF COMPREHENSIVE INCOME

| Figures in Rands | Notes | 2023 | 2022 (Restated) |
|---|---|---|---|
| Revenue | 8 | 37 828 510 | 37 054 925 |
| Other Income | 10 | 6 061 033 | 565 479 |
| Operating Expenses | | (59 041 569) | (54 603 125) |
| **Operating Loss** | 11 | **(15 152 026)** | **(16 982 721)** |
| Investment Revenue | 14 | 717 886 | 841 228 |
| **TOTAL OPERATING LOSS FOR THE YEAR** | | **(14 434 140)** | **(16 141 493)** |

# STATEMENT OF CHANGES IN EQUITY

| Figures in Rands | Retained Income | Total Equity |
|---|---|---|
| **Balance at 01 July 2021** | **34 550 338** | **34 550 338** |
| **Total comprehensive loss for the year (restated)** | **(16 141 493)** | **(16 141 493)** |
| Loss for the year | (15 590 847) | (15 590 847) |
| Prior perid error (vat)* | (250 646) | (250 646) |
| **Total Changes** | **(16 141 493)** | **(16 141 493)** |
| **Balance at 30 June 2022 (Restated)** | **18 408 854** | **18 408 854** |
| **Total comprehensive loss for the year** | **(14 434 140)** | **(14 434 140)** |
| **Balance at 30 June 2023** | **3 974 705** | **3 974 705** |

**Please refer to Note 20 - Prior Period Errors for the details on the restatement*

# STATEMENT OF CASH FLOWS

| Figures in Rands | Notes | 2023 | 2022 (Restated) |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Cash used in operations | 17 | (15 954 280) | (12 309 722) |
| Interest Income | 13 | 717 886 | 841 228 |
| **Net cash from operating activities** | | **(15 236 395)** | **(11 468 494)** |
| **Cash flows from investing activities** | | | |
| Purchase of property, plant and equipment | 2 | (166 557) | (462 356) |
| Sale of property, plant and equipment | 2 | 105 618 | - |
| **Net cash from investing activities** | | **(60 939)** | **(462 356)** |
| **Total cash movement for the year** | | **(15 297 333)** | **(11 930 850)** |
| Cash at the beginning of the year | | 19 769 310 | 31 700 160 |
| **Total cash at the end of the year** | 4 | **4 471 977** | **19 769 310** |

# 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 and compliance 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 judgments 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 assets were extended due to economic benefits still being derived from the assets.

**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 determines 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.

**Changes in accounting estimates**
The effect of a change in an accounting estimate shall be recognised prospectively by including it in profit or loss:

- the period of the change, if the change affects that period only, or
- the period of the change and future periods if the change affects both.
-

However, to the extent that a change in an accounting estimate gives rise to changes in assets and liabilities or relates to an item of equity, it is recognised by adjusting the carrying amount of the related asset, liability, or equity item in the period of the change.

### 1.2 Property, plant and equipment

Property, plant and equipment are 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 recognised.

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 are 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 company consumes the asset's economic benefits.

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 | 5-10 years |
| IT Equipment | Straight Line | 3-6 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 the 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 costless impairment until management is 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 error

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 a 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.

Contingent liabilities are possible obligations whose existence will be confirmed by uncertain future events that are not wholly within the control of the entity. Contingent assets are possible assets whose existence will be confirmed by the occurrence or non-occurrence of uncertain future events that are not wholly within the control of the entity.

Contingent assets and contingent liabilities are not recognised, but they are disclosed when it is more likely than not that an inflow or outflow of benefits will occur.

### 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.

All transactions in foreign currencies are initially recorded in Rand, using the spot rate at the date of the transaction. Foreign currency monetary items at the reporting date are translated using the closing rate. All exchange differences arising on settlement or translation are recognised in profit or loss.

### 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

**Figures in Rands**

| | 2023 | | | 2022 | | |
|---|---|---|---|---|---|---|
| | Costs | Accumulated Depreciation and Impairment | Carrying Value | Costs | Accumulated Depreciation and Impairment | Carrying Value |
| Furniture and Fixtures | 642 875 | (341 481) | 301 394 | 642 875 | (274 008) | 368 867 |
| Office Equipment | 84 217 | (50 154) | 34 063 | 67 696 | (38 841) | 28 855 |
| IT Equipment | 711 985 | (505 610) | 206 375 | 1 092 724 | (690 580) | 402 144 |
| **Total** | **1 439 077** | **(897 245)** | **541 832** | **1 803 295** | **(1 003 429)** | **799 866** |

**Reconciliation of property, plant and equipment - 2023**

| | Opening Balance | Additions | Disposals | Other changes, movements | Depreciation | Impairment loss | Closing Balance |
|---|---|---|---|---|---|---|---|
| Furniture and Fixtures | 368 867 | - | - | (48 946) | (107 145) | (9 274) | 301 394 |
| Office Equipment | 28 855 | 16 521 | - | (14 515) | (13 712) | (12 116) | 34 063 |
| IT Equipment | 402 144 | 150 036 | (49 788) | (17 223) | (232 365) | (75 875) | 206 375 |
| **Total** | **799 866** | **166 557** | **(49 788)** | **(80 684)** | **(358 222)** | **(97 265)** | **541 832** |

**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 |
| **Total** | **745 275** | **462 356** | **(10 835)** | **(396 930)** | **799 866** |

**Property, plant and encumbered as security**
None of the assets listed above are encumbered as security for borrowings.

**Changes in estimates**
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 in line with the accounting policy and with section 17 of the IFRS for SME's. These assessments are based on historic analysis, benchmarking, and the latest available and reliable information. These are disclosed under other changes and movements.

## 3 Trade and Other Receivables

| | 2023 | 2022 |
|---|---|---|
| Trade Receivables | 17 845 491 | 13 463 129 |
| Provisions for bad debt | (13 451 807) | (12 463 129) |
| Staff Advances | 1 309 374 | 1 584 549 |
| Prepayments | 208 329 | 3 226 |
| Deposits | 790 | 790 |
| VAT | 552 976 | 2 250 261* |
| Accrued Income | - | 207 558 |
| | **6 465 153** | **5 046 384** |

*** Refer to Prior Period note 20**

## 4 Cash and Cash Equivalents

Cash and cash equivalents consists if:

| | 2023 | 2022 |
|---|---|---|
| Cash on Hand | 1 515 | 547 |
| Bank Balances | 1 488 015 | 581 031 |
| Investment Accounts | 2 982 446 | 19 187 732 |
| | **4 471 976** | **19 769 310** |

## 5 Trade and other Payables

| | 2023 | 2022 |
|---|---|---|
| Trade Payables | 1 214 832 | 1 740 921 |
| Payroll Accruals | 790 196 | 1 021 551 |
| Accrued Expenses | 265 579 | 783 716 |
| | **2 270 607** | **3 546 188** |

## 6 Deferred Income

| | 2023 | 2022 |
|---|---|---|
| Deferred Income | 1 178 741 | 1 040 242 |

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 Provisions

**Reconciliation of provisions - 2023**

| | Opening Balance | Additions | Utilised during the year | Total |
|---|---|---|---|---|
| Provisions for bonus | 1 583 105 | 2 773 801 | (1 583 105) | 2 773 801 |
| Provision for leave pay | 1 037 178 | 255 804 | (11 875) | 1 281 107 |
| | **2 620 283** | **3 029 605** | **(1 594 980)** | **4 054 908** |

**Reconciliation of provisions - 2022**

| | Opening Balance | Additions | Utilised during the year | Total |
|---|---|---|---|---|
| Provisions for bonus | 758 762 | 1 583 105 | (758 762) | 1 583 105 |
| Provision for leave pay | 456 922 | 580 256 | - | 1 037 178 |
| | **1 215 684** | **2 163 361** | **(758 762)** | **2 620 283** |

## 8 Revenue

| Figures in Rands | 2023 | 2022 |
|---|---|---|
| Buffalo City Metropolitan Municipality | 5 024 900 | 4 627 270 |
| City of Ekurhuleni | 4 264 272 | 4 036 221 |
| eThekwini Municipality | 5 024 900 | 4 627 270 |
| City of Johannesburg | 5 024 900 | 4 627 270 |
| Mangaung Metropolitan Municipality | 5 024 900 | 4 627 370 |
| Nelson Mandela Bay Municipality | 4 000 000 | 4 000 000 |
| Grants | 9 464 638 | 10 509 624 |
| | **37 828 510** | **37 054 925** |

## 9 Grants

| Figures in Rands | 2023 | 2022 |
|---|---|---|
| Department of Cooperative Governance and Traditional Affairs | 8 508 000 | 8 161 000 |
| GIZ Income | 501 | 533 558 |
| Grant Income - EPWP | 753 288 | 788 173 |
| Grant - DHS | - | 574 658 |
| COGTA - IUDF | 202 849 | 452 235 |
| | **9 464 638** | **10 509 624** |

SACN receives unconditional funding from the Department of Cooperative Governance and Traditional Affairs (COGTA) for SACN to continue its operational and programmatic work. We also receive funding from COGTA for the IUDF project; funding is received from the Department of Human Settlements (DHS) in order to promote good governance and management of South African Cities. In the prior year, we received funding from the Department of Public Works for the EPWP project.

## 10 Other Income

| Figures in Rands | 2023 | 2022 |
|---|---|---|
| Profit on sale of assets and liabilities | 55 830 | - |
| Profit on exchange differences | - | 135 111 |
| Interest received - Loans | 97 073 | 72 309 |
| Interest received - SARS | 15 745 | - |
| Discount received | 28 805 | 475 |
| Recoveries | 4 187 909 | 224 121 |
| Other Income | 1 675 671 | 133 463 |
| | **6 061 033** | **565 479** |

## 11 Operating Loss

| Figures in Rands | 2023 | 2022 |
|---|---|---|
| Operating loss for the year is stated after accounting for the following: | | |
| (Loss) Profit on sale of property, plant and equipment | (55 830) | 10 835 |
| Profit (loss) on exchange differences | (188 248) | 135 111 |
| Depreciation and impairment on property, plant and equipment | 374 802 | 396 930 |
| Employee costs | 31 423 743 | 26 883 988 |
| Research Associate costs | 2 110 712 | 2 373 095 |

## 12 Employee Cost

| Figures in Rands | 2023 | 2022 |
|---|---|---|
| **Employee Costs** | | |
| Basic | 28 405 098 | 24 732 766 |
| Bonus | 2 773 801 | 1 583 105 |
| Leave pay provision charge | 244 844 | 568 117 |
| | **31 423 743** | **26 883 988** |

## 13 Depreciation and Impairments

| Figures in Rands | 2023 | 2022 |
|---|---|---|
| The following items are included within depreciation and impairments: | | |
| **Depreciation and Impairment** | | |
| Property, plant and equipment | 374 802 | 396 930 |

## 14 Investment Revunue

| Figures in Rands | 2023 | 2022 |
|---|---|---|
| **Interest Revenue** | | |
| Bank | 717 886 | 841 228 |

## 15 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.

## 16 Auditor's Remuneration

| Figures in Rands | 2023 | 2022 |
|---|---|---|
| Fees | 502 053 | 381 546 |
| Consulting | 179 869 | 229 486 |
| | **681 922** | **611 032** |

## 17 Cash Used in Operations

| Figures in Rands | 2023 | 2022 |
|---|---|---|
| Loss before taxation | (14 434 140) | (16 141 493) |
| **Adjustments for:** | | |
| Depreciation and impairment | 374 802 | 396 930 |
| (Profit) loss on sale of assets | (55 830) | 10 835 |
| Interest received | (717 886) | (841 228) |
| Movements in provision | 1 434 625 | 1 404 599 |
| Adjustments to expenses (Prior period error) | - | 250 646 |
| **Changes in working capital:** | | |
| Trade and other receivables | (1 418 769) | 1 836 950 |
| Trade and other payables | (1 275 581) | 1 660 838 |
| Deferred income | 138 499 | (887 799) |
| | **(15 954 280)** | **(12 309 722)** |

## 18 Related Parties

| Figures in Rands | | 2023 | 2022 |
|---|---|---|---|
| **Relationships:** | | | |
| Partners | Department of Cooperative Governance and Traditional Affairs | | |
| | Department of Public Works | | |
| Members | City of Ekurhuleni | | |
| | City of Tshwane | | |
| | eThekwini Municipality | | |
| | Buffalo City Metropolitan Municipality | | |
| | Mangaung Metropolitan Municipality | | |
| | Nelson Mandela Bay Municipality | | |
| | City of Johannesburg | | |
| Directors | Sithole Mabi Mangaliso Mbanga (Refer to Note 19) | | |
| | Yolisa Dambusa (Refer to Note 19) | | |
| Members of key Management | Luncedo Njezula | | |
| | Nosipho Hlatshwayo | | |

**Related party balances and transactions with entities with control, joint control or significant influence over the company**

**Related Party Balances**

| | | |
|---|---|---|
| **Amounts included in Trade receivable regarding related parties** | | |
| City of Ekurhuleni | 4 262 597 | - |

| Figures in Rands | 2023 | 2022 |
|---|---|---|
| **Related Party Transactions** | | |
| **Grants Invoiced** | | |
| Department of Cooperative Governance and Traditional Affairs | 8 508 000 | 8 161 000 |
| Department of Public Works | 753 288 | 788 173 |
| **Subscriptions Invoiced** | | |
| City of Ekurhuleni | 4 264 272 | 4 036 221 |
| eThekwini Municipality | 5 024 900 | 4 627 270 |
| Buffalo City Metropolitan Municipality | 5 024 900 | 4 627 270 |
| Mangaung Metropolitan Municipality | 5 024 900 | 4 627 270 |
| City of Johannesburg | 5 024 900 | 4 627 270 |
| Nelson Mandela Bay Municipality | 4 000 000 | 4 000 000 |
| **Related party balances and transactions with key management** | | |
| **Related Party Transactions** | | |
| **Compensation paid to directors and key management** | | |
| L.Njezula | 2 228 116 | 2 010 130 |
| S.M.M Mbanga | 3 151 270 | 3 025 315 |
| Y.Dambuza | 2 189 964 | 2 038 495 |
| N. Hlatshwayo | 2 220 413 | 1 602 097 |
| **Advances made to directors and key management** | | |
| S.M.M Mbanga | 404 331 | 694 185 |
| Y. Dambuza | 683 606 | 687 387 |

## 19 Directors' Remuneration

| Figures in Rands |
|---|

**Directors' Remuneration**

**Executive**

| **2023** | **Emoluments** | **Travel Allowance** | **Total** |
|---|---|---|---|
| Sithole Mabi Mangaliso Mbanga | 3 055 270 | 96 000 | 3 151 270 |
| Yolisa Dambuza | 2 164 964 | 25 000 | 2 189 964 |
| | **5 220 234** | **121 000** | **5 341 234** |

**Figures in Rands**

| 2022 | Emoluments | Travel Allowance | Total |
|---|---|---|---|
| Sithole Mabi Mangaliso Mbanga | 2 929 315 | 96 000 | 3 025 315 |

| Non-Executive 2023 | Directors' Fee | Total |
|---|---|---|
| Blanche Yolisa Kani | 113 000 | 113 000 |
| Ashraf Mohamed Adam | 116 000 | 116 000 |
| Modjadji Melidah Malahlela | 18 500 | 18 500 |
| Nontando Christine Zintle Ngamlana | 79 500 | 79 500 |
| Siobhain Kathleen O'Mahony | 62 500 | 62 500 |
| Gary William Paul | 105 500 | 105 500 |
| | **495 000** | **495 000** |

| Non-Executive 2022 | Directors' Fee | Total |
|---|---|---|
| Blanche Yolisa Kani | 67 500 | 67 500 |
| Ashraf Mohamed Adam (paid to MBDA) | 87 500 | 87 500 |
| Modjadji Melidah Malahlela | 62 500 | 62 500 |
| Nontando Christine Zintle Ngamlana | 74 000 | 74 000 |
| | **291 500** | **291 500** |

## 20 Prior Period Errors

| Figures in Rands | 2023 | 2022 |
|---|---|---|

As the company was liable for VAT from 2014, returns were submitted from that period in the year 2022, in which they became registered for VAT. During the VAT returns audit of 2014 to 2023, which took place in the 2023 financial year, VAT claims to the amounts disclosed below were denied by SARS.

The correction of the error results in adjustments as follows:

| | | |
|---|---|---|
| **Statement of Financial Position** | | |
| Decrease of VAT asset | - | (250 646) |
| **Profit or Loss** | | |
| Increase in expenses | - | 250 646 |

## 21 Categories of Financial Instruments

| Figures in Rands | | 2023 | 2022 |
|---|---|---|---|
| **Debt instruments at amortised cost** | | | |
| Trade and other receivables | Note 3 | 5 703 058 | 2 792 107 |
| Cash and cash equivalents | Note 4 | 4 471 976 | 19 769 310 |
| | | **10 175 034** | **22 561 417** |
| **Financial liabilities at amortised costs** | | | |
| Trade and other payables | Note 5 | 1 214 832 | 1 740 923 |

## 22 Going Concern

We draw attention to the fact that on 30 June 2023, the company had accumulated gains of R (3 974 705) and that the company's total assets exceeded its liabilities by R 3 974 705.

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 of the company.

In view of the operating losses in the prior year and the current year, the directors recognise the risk of the organisation continuing as a going concern. To address this risk, directors have reviewed the company's cash flow forecast for the year to 30 June 2024 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 directors are confident that fundraising initiatives will be increased in the 2024 financial period. SACN has also approached COGTA for an increase in their grant allocation to R12 000 000 to cover any deficits.

The directors are confident that funding from the current municipalities and COGTA is sufficient for the company to continue its operations as a going concern. SACN is also in the process of signing an MOU with COGTA for the implementation of its programmatic work. Further funding is expected from the Department of Human Settlements for R1 million rand, the Department of Agriculture, Land Reform and Rural Development for R1 million and the World Resource Institute for $ 5,831. There is expected funding from GIZ for the amount of € 77 719, $15 000 from C40 and $5172 from the US Embassy.

In view of the above, the directors believe that the company will have 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 can 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.

## 23 Events after the Reporting Period

| Figures in Rands | 2023 | 2022 |
|---|---|---|

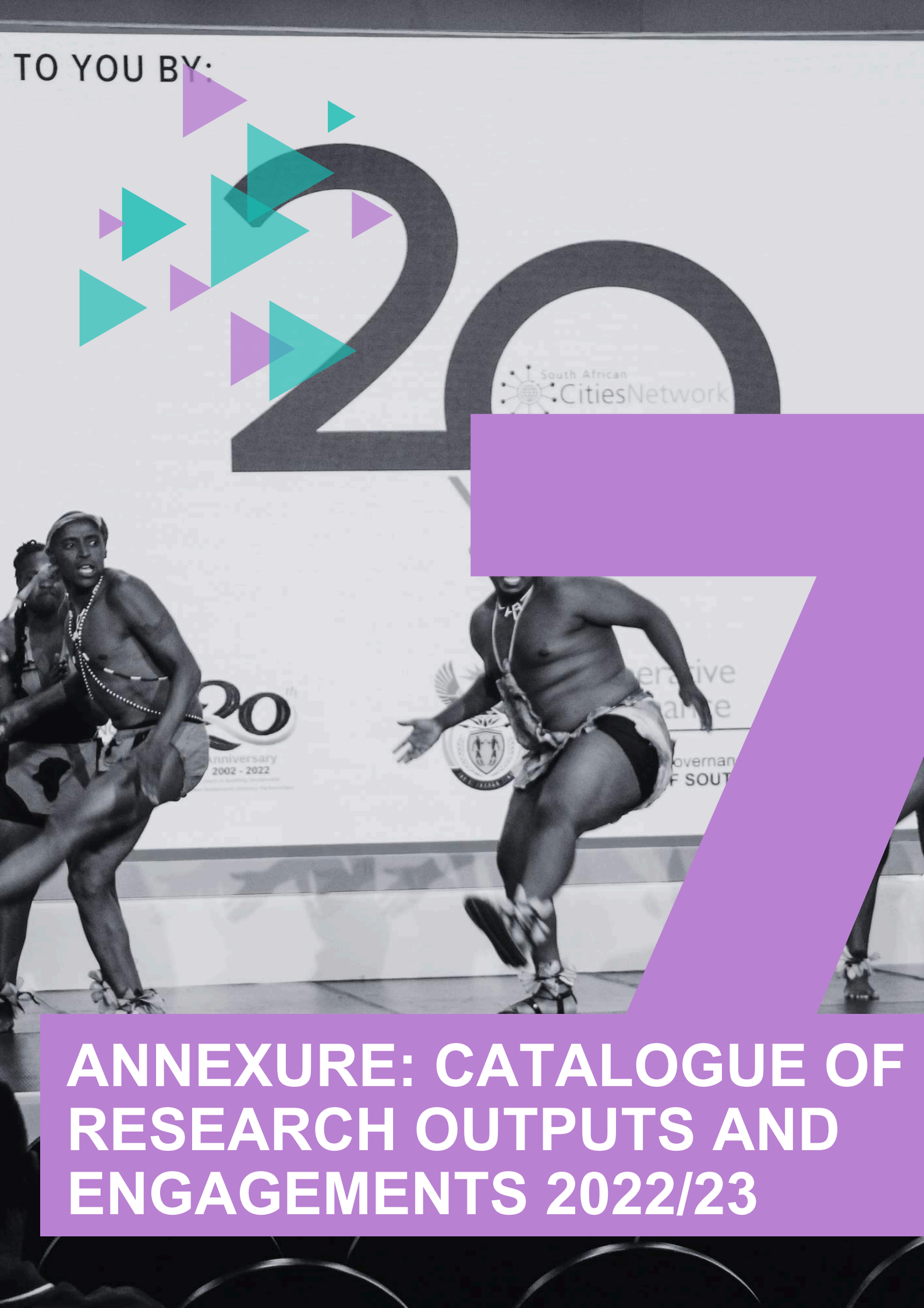
The annual financial statements were authorised for issue on Tuesday, 30 January 2024 by the board of directors of the company.

The City of Ekurhuleni has submitted notice that they are no longer able to contribute to subscription income. This will have an impact on the cash flow of the organisation, however, a revised cash flow forecast has been prepared, which ensures that the organisation still operates within its approved budget. The directors are still confident that the revised cash flow forecast is sufficient for the company to continue as a going concern. The event is a non-adjusting event in the financial statements.

| | | | |
|---|---|---|---|
| **Revenue** | | | |
| Subscriptions received | | 28 363 872 | 26 545 301 |
| Government grants | | 9 464 638 | 10 509 624 |
| | Note 8 | **37 828 510** | **37 054 926** |
| **Other income** | | | |
| Interest received - Loans | | 97 073 | 72 309 |
| Interest received - SARS | | 15 745 | - |
| Discount received | | 28 805 | 475 |
| Recoveries | | 4 187 909 | 224 121 |
| Other income | | 1 675 671 | 133 463 |
| Gains on disposal assets | | 55 830 | - |
| Profit and loss on exchange differences | | - | 135 111 |
| | | **6 061 033** | **565 479** |
| **Expenses (refer to page 27)** | | **(59 041 569)** | **(54 603 125)** |
| **Operating loss** | Note 11 | **(15 152 026)** | **(16 982 721)** |
| Investment Income | Note 14 | 717 886 | 841 228 |
| **Total comprehensive loss for the year** | | **(14 434 140)** | **(16 141 493)** |

# STATEMENT OF FINANCIAL PERFORMANCE

| Figures in Rands | Notes | 2023 | 2022 |
|---|---|---|---|
| **Operating Expenses** | | | |
| Auditors remuneration | 16 | (681 922) | (611 032) |
| Bad debts | | (5 024 900) | (5 300 443) |
| Bank charges | | (27 950) | (25 248) |
| Board and Board Committees | | (996 289) | (437 319) |
| CEO Strategic Engagements | | (493 822) | (1 032 234) |
| Communications | | (3 967 746) | (2 801 388) |
| Consulting Fees | | (544 134) | - |
| Depreciation and Impairment | | (374 802) | (396 930) |
| Employee Costs | | (31 423 743) | (26 883 988) |
| Expenses - VAT | | - | (250 646) |
| Governance | | (506 705) | (643 247) |
| Inclusive Cities | | (1 375 142) | (1 398 375) |
| Information Technology | | (443 495) | (332 201) |
| Innovation | | (1 569 198) | (2 396 915) |
| Insurance | | (79 319) | (69 671) |
| Interest-SARS | | (116 726) | (2 681) |
| Internal Audit | | (295 109) | (201 115) |
| Legal Expenses | | (328 400) | (208 795) |
| Loss on exchange differences | | (188 248) | - |
| Loss on sale of assets and liabilities | | - | (10 835) |
| NRF Chairs | | (2 680 000) | (2 680 000) |
| Office Consumables | | (161 445) | (119 505) |
| Organisational Development | | (857 545) | (813 005) |
| Placement Fees | | (1 100) | (521 727) |
| Printing and Stationery | | (75 698) | (117 008) |
| Productive Cities | | (1 080 960) | (1 199 874) |
| Research Associate Costs | | (2 110 712) | (2 373 095) |
| Research, Policy and Advocacy | | (333 826) | (135 000) |
| SARS - Penalties | | (89 636) | (143 199) |
| Stakeholder Relations | | (185 061) | (717 540) |
| Sustainable and Resilient Cities | | (395 311) | (374 828) |
| Telephone and fax | | (776 693) | (700 266) |
| Travel - local | | (1 627 557) | (1 221 223) |
| Well-Governed Cities | | (180 275) | (446 057) |
| Whistleblowing | | (48 000) | (37 735) |
| | | **(59 041 569)** | **(54 603 125)** |




# ANNEXURE: CATALOGUE OF RESEARCH OUTPUTS AND ENGAGEMENTS 2022/23

In June 2021, the South African Cities Network (SACN) Board approved a five-year strategic plan to guide the organisation's focus for 2021−2026. During 2022/23, although the SACN's primary emphasis was on involving, assessing and clarifying, additional efforts were dedicated to activities such as producing information, facilitating peer-based education and promoting causes through diverse means, including interactions with the media. This Annexure contains the SACN's research outputs, engagements held with cities and all-of-society, and appearances on media platforms for the year.

# Research Outputs

## Good Hood Stories Season 2

In 2021, the SACN produced the first season of the Good Hood Stories, showcased in film festivals extending as far as Poland and the United States and accumulated over 4000 views collectively. In 2023, Season 2 of the Good Hood Stories was launched, as the SACN continued using storytelling to capture and disseminate the experiences of collaborative and innovative urban projects.

**Season 2 celebrates four stories:**

- **The Masakhe Ladies' Stokvel, Gugulethu.** As urbanisation continues to rise, the current subsidy provisions and programmes need to be revised to address the housing backlog in most urban areas of South Africa. This story is of a group of intelligent women who decided to start a women's only stokvel to help themselves and other women to expand their homes. They used Facebook to spread the word about their stokvel, which has to date helped expand 28 homes, and are now looking to expand nationally.
- **Durban Crisis Map**. This story is of a group of young innovators, coders and creatives from Durban who, at the height of the damaging and deadly April 2022 floods, designed and launched the Durban Crisis Map, funded by Pista and Black Box, to help citizens in need connect with those who could offer support. In just two weeks, the Durban Crisis Map registered 30,000 users and gained the attention of eThekwini Municipality.
- **Community Oriented Substance Use Programme (COSUP).** This story from Tshwane is of a groundbreaking approach to serving communities. The rise of drug use and its negative consequences on communities prompted city leaders to act. The City of Tshwane partnered with the University of Pretoria to develop COSUP, a programme to restore dignity to people. COSUP works with NGOs to ensure that those who use substances and the marginalised have access to health care and the health care support that they need.
- **Park Activation Coordinator (PAC) Programme.** This story is of practitioners in Johannesburg and Durban pursuing an innovative and collaborative approach to promoting safety in urban parks. The PAC Programme trains residents to become park activation coordinators who facilitate and coordinate activities, such as games and sports, in community parks, bringing activity and life to these essential urban spaces.

## SACN Research Compendium:
### 20 Year's of Urban Research

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The Compendium documents and reflects the SACN's research outputs of the last 20 years and its efforts to encourage the sharing of information, experience and best practices on urban development and urban management to support cities in becoming learning and adapting institutions through co-creating disseminating and applying knowledge. It is not only about producing research but also about using that research to drive institutional and societal change and to ensure that South African cities work better in practice. Over the last two decades, the SACN has produced over 350 research outputs through several reference groups. The Compendium is not a comprehensive repository of all SACN publications – it is a collection of particularly interesting and valuable research outputs produced between 2002 and 2022, showcased alongside contextual events that took place in cities, to draw the parallels between the research and the real-life city environment.

## State of Cities Finances 2022

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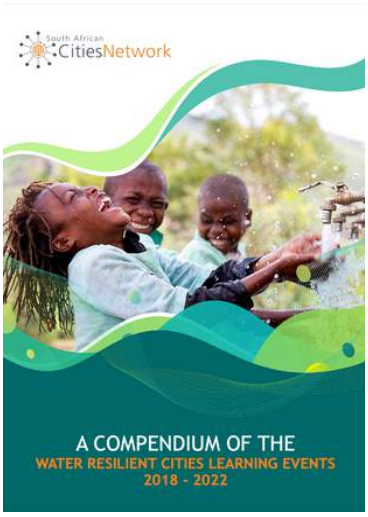
The State of City Finances Report is one of the SACN's flagship publications. Like its predecessors in 2011, 2013, 2015, 2018 and 2020, this sixth instalment of the State of City Finances Report delves into the financial aspects of the major cities in South Africa: Buffalo City, Cape Town, eThekwini, Ekurhuleni, Johannesburg, Mangaung, Msunduzi, Nelson Mandela Bay and Tshwane. The 2022 report scrutinises municipal financial trends across two successive local government administrative periods: 2011−2016 and 2016−2021. This analysis encompasses the significant 2016 local government election, which marked a pivotal moment as political control of certain metropolitan municipalities shifted for the first time.

Diverging notably from preceding editions and acknowledging the influence of national policy decisions and worldwide economic patterns on city finances, the report begins by delineating key events that influenced and had repercussions on cities. In narrating the decade-long story of municipal finances, it portrays the governance context that shaped urban budgets, aiming to derive insights from this journey and proposing a policy roadmap to guarantee the enduring viability of municipal finances moving forward.




## A Compendium of the Water Resilient Cities Learning Events: 2018-2022

This Compendium brings together the key themes, insights and issues that emerged from five water-resilience learning events held between July 2018 and March 2022 and discusses the experiences of city water managers and practitioners. The emphasis was on including water security in spatial planning to guide water conservation and emphasise management programmes through collaborating with communities, including the private sector and large water consumers.

**The main messages were:**

- The momentum of innovation and financial modernity for water resources and services must be implemented.
- The gap between national and municipal knowledge-sharing needs to be bridged through institutional frameworks to deal with the complexities and economic implications of water scarcity and natural events and develop well-informed planning for infrastructure and related service provision.
- Management policies and incentives could encourage changes in behaviour and water usage through cost-reflective tariffs for consumers. The incentives will not only consider tariff changes but also generate an active citizenry and the idea of individual responsibility towards climate change issues.
- A journey still lies ahead to achieve water-resilient cities. Conversation is needed between the different role-players to maintain the message about implementation, policy and actions to address innovation. The intent is to attain water-resilient cities and incorporate actions that simultaneously address the challenges of urbanisation, unsustainable economic growth, and the impacts of climate change.

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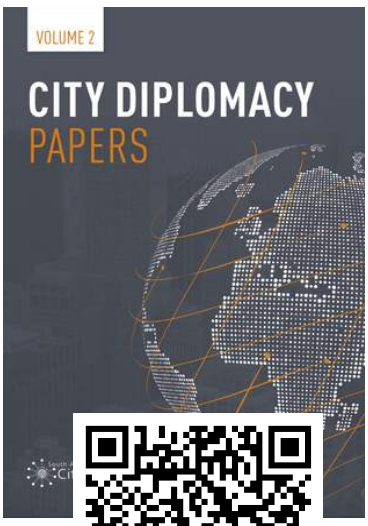


## City Diplomacy Paper: Volume 2

Internationally, there has been a growing recognition of the critical role that city diplomacy plays in the development of nation-states. To be effective, city diplomacy must first and foremost serve the core purpose and objective of local government, i.e., to improve the lives of citizens. This paper series is intended to inform and encourage city stakeholders to engage critically and practically on the meaning of city diplomacy and to translate this understanding into practice. The papers outline and capture a set of perspectives that will form the basis for robust engagement and debate about the state of city diplomacy in South Africa and how it can be enhanced and leveraged to advance the global interests of South African citizens, more so given the devastating impact of COVID-19. This second volume contains papers that look at city diplomacy through the lens of national diplomacy, the implementation of practical city-to-city cooperation and learning, city diplomacy and climate change, and city diplomacy and data-driven development.

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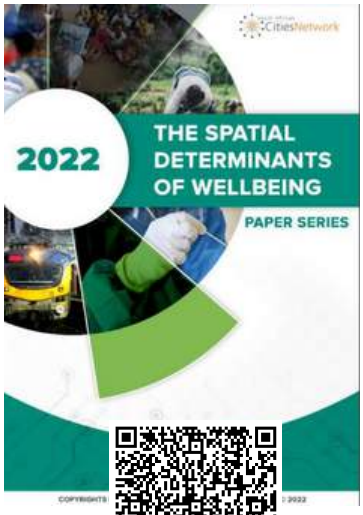
## The Spatial Determinants of Wellbeing Paper Series

This collection of articles delves into the factors that shape well-being within a spatial context. The articles examine disparities in spatial distribution concerning aspects such as public transportation, quality employment, early childhood development, and the prevalence of violence against marginalised individuals. The collection also looks at prospects for enhancing well-being at the community level and draws insights from successful responses to COVID-19, highlighting methods to improve city resilience and inclusivity.




**SCAN TO READ MORE**

## Keep The Bus Moving: SMME Inclusion in the Construction Sector

This research report argues that the “mafia” does not accurately portray the nuances of SMME tensions in the construction sector or its underlying drivers and makes what should be an issue of economic development a matter of crime and policing only. Indeed, labelling business forums as “construction mafia” conveniently shifts the blame away from a public and private sector that has neglected its developmental mandate of SMME inclusion in construction. The scarcity of opportunities in the context of extreme poverty and an unemployment crisis, coupled with the potential lucrativeness of each contract, creates a high-stakes and hostile environment. With no cohesive vision outlining what SMME inclusion should look like or what it should achieve, city departments and project managers are left to try and work it out on their own. What is crucial is to recognise that business forums have the potential to play a pivotal role in the local development landscape, offering avenues for SMME growth and advancement without resorting to violence or extortion.

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## Practice Note - Keep the Bus Moving: SMME Inclusion in the Construction Sector

This Practice Note documents and examines the outcomes of two learning exchanges designed to facilitate a research initiative aimed at comprehensively understanding challenges faced by SMMEs. The exchanges were strategically organised to ensure that the research aligned with urban practitioners' real-world experiences. The first exchange involved city practitioners and field experts collaboratively formulating the research question and selecting three cities as case studies. In contrast, the second exchange validated the findings and refined recommendations through active engagement with practitioners, drawing on their first-hand perspectives and lived encounters.

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## Practice Note: Spatial Transformation and the SDF

This practice note documents and evaluates the learning exchange process, providing an overview of significant spatial transformation indicators that cities must report on, aligning with urban policy and adherence to National Treasury requirements. The indicators are suggested for adoption across all levels of local government and data collection systems to facilitate data collection and analysis for all cities. This allows congruences to be assessed and disparities to be identified. This assessment allows one to evaluate the reporting demands placed on local municipalities, particularly concerning a specific focal area.

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## Practice Note - Planning and Designing Cities with and for Children

This practice note involves children in the spatial planning and design development processes. The aim is to present examples of successful approaches for integrating children into urban design, development and programming within the city and to establish connections with groups of professionals dedicated to incorporating children's perspectives into various South African urban centres.

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## Spatial Transformation Indicators

This document evaluates the assessment instruments used worldwide (SDGs and NUA) and at a community level to gauge achievements in spatial transformation, the realisation of the right to the City and urban accessibility. These measurement metrics should also encompass sustainability considerations and climate change challenges, ensuring that opportunities remain accessible across generations.

## Urban Safety Brief: The Case for Safety Audits for Community Safety at City-Level

This urban safety brief delves into incorporating safety audits as a vital mechanism for gathering evidence in urban environments. It advocates for the significance of data and evidence accumulation in enhancing well-structured safety strategies. The USRG crafts the document and forms part of a series of concise publications synthesising the present understanding of safety. It emphasises its connection to diverse thematic aspects and roles tailored for a policy and planning readership.

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## Blog: Freedom and its Limits Amid High Crime and Violence: A Challenge for SA Cities

Urban safety in South Africa presents a multifaceted challenge that cannot be effectively tackled using a uniform solution. Elements such as poverty, disparities in wealth, joblessness, breakdown of family structures and marginalisation all play a role in exacerbating the issue of criminality and aggression. The presence of crime and violence serves as a significant impediment to experiencing true freedom in South Africa, particularly for susceptible demographics such as women, children and individuals with disabilities. This article explores the notion of freedom and democratic ideals within an environment of prevalent crime and violence, suggesting that these ideals appear elusive in the face of such circumstances.

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## The State of Crime and Safety in South African Cities Report 2022

This publication represents the latest instalment in SACN's regular reporting that consolidates nationwide crime data to the urban scale and evaluates the performance of nine prominent South African cities during 2021/22 across various crime and violence metrics. The report enhances the understanding of public safety complexities on a community-specific basis. It furnishes dependable data to bolster informed decision-making and facilitates the creation of tailored strategies by municipalities and other stakeholders involved in advancing safety and reducing violence.

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## A Call to Action: Cities and GBV Prevention Poster

A visual summary of two write-ups on cities and GBV prevention that highlights the impact of GBV, the need for gender-mainstreaming, a transversal approach to prevention at the local government level and coordination with all spheres. It is an impactful visual representation of key discussions, challenges, opportunities, roles and responsibilities, making the case for and demonstrating how partnerships can be forged. It profiles key policies and other resources by government and partner institutions that play a role in fostering gender-conscious development.

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## Impact Report: ENDGBV Workshop Series

In 2021, the SACN applied for grant funding from the US Embassy to fund a short-term project of the USRG that focused on the 'second pandemic' in South African cities: GBV. The project was implemented with the ENDGBV office in New York City (NYC) as part of the funding programme's objective to foster cultural and knowledge exchange and learning and sharing experiences between South African and US cities, premised on shared values. The workshop series brought together South African and NYC city practitioners. They were aimed to strengthen South African cities' capabilities to leverage data to understand and combat GBV and formulate appropriate evidence-based interventions. All the towns exchanged and learned from best practices in data indices, data collection methods, partnerships and evidence-based interventions.

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## BEITT Meeting Report: Ekurhuleni

On 18−19 April 2023, the Built Environment Integration Task Team (BEITT) convened in person for the first time since the COVID-19 pandemic took the group's engagements online in 2020. Before COVID-19, the BEITT met regularly at venues chosen to reflect an appropriate backdrop to the discussions and were intended to be historically meaningful environments. A different city would partner with the BEITT Secretariat to host the meeting and use their city as a physical space through which issues of the built environment could be explored. Re-establishing this tradition of partnering with a city to host the group, Ekurhuleni's City Planning Department welcomed the BEITT and used Ekurhuleni as a backdrop for the meeting. The "travelling" meeting format meant participants moved around Ekurhuleni to visit different sites. Over the two days, the focus was on the multiple interpretations of "connection", especially transport/mobility connectivity, and the physical connection of BEITT practitioners meeting again after so long.

## EPWP Exit Strategy for South African Cities

Public-financed employment-generation tools (PEPs) aim to alleviate poverty, unemployment, and underemployment by providing infrastructure and public goods and services. This study explored global examples of PEPs to understand design elements and approaches that enable participants to exit successfully from the programmes. It found that graduation from a PEP requires a socioeconomic environment conducive for participants to investigate alternative options outside the PEP. This is particularly challenging because it requires not only an adequate job supply but also for PEP participants to perceive and have the mindset that securing opportunities in the job market outside of the PEP is possible. Countries that face structural unemployment will inevitably face challenges in enabling participants to graduate from programmes. In such contexts, PEPs must be accompanied by intensive economic growth for graduation to be successful.

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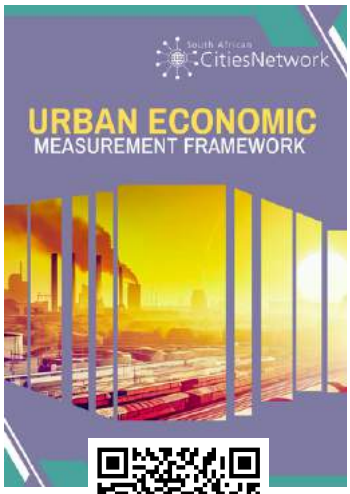
## Urban Economic Outcomes Measurement Framework

Historically, initiatives such as the Ease of Doing Business index focused on tracking improvements in rankings, with limited (if any) focus on monitoring the correlation between an improved operating environment and the resultant impact of specific economic outcomes. This project's primary objective was to leverage Circular 88 indicators and associated reporting to create a framework for measuring progress towards the following aggregate (citywide) outcomes: economic growth, poverty reduction, job creation and entrepreneurship. Emerging insights from work included: Cities are complex systems; causal pathways are not always linear or uni-directional; positive feedback loops are economic growth investment in fixed capital, economic growth competitive advantage/attractiveness, and formal job creation Informal job creation; negative feedback loops are economic growth employment creation, inward migration, reduced income per capita and inequality, economic growth, rising congestion, reduced accessibility and reduced productivity.

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## The State of the EPWP in South African Cities 2021/22

This report was the 18th annual edition and covered the period from 1 April 2021 to 31 March 2022, the third year of Phase IV of the EPWP. The report aimed to highlight and analyse the progress made in implementing the EPWP by SACN participating cities in 2021/22 and to further examine its successes and challenges to facilitate shared learning and inform future directions. The report covered SACN-experiencing cities (Johannesburg, Tshwane, Ekurhuleni, Buffalo City, Mangaung, eThekwini and Nelson Mandela Bay), Cape Town, and Msunduzi Local Municipality for comparative analysis. The study found that in 2021/22, the cities created 101,547 work opportunities (WOs) and paid out wages of R1.4 billion, resulting in an average income support (wages paid per WO) of R13,825. This was achieved through 1,799 projects, 13% of the national total, and generated 33 122 person-years of work (full-time equivalents). The cities provided training to the equivalent of 215 person-years, a 69% increase compared to the previous year (2020/21).

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## Resilience of SMMEs in South Africa: A framework for understanding and mitigating exposure to shocks and stresses

Predominantly a desktop assessment of concepts in urban resilience and issues affecting SMMEs, the intention is for this paper to be used as a discussion document to encourage practitioners and policymakers in the SMME support space to engage on the topic and identify gaps in their service offerings. The paper reviewed the resilience of SMMEs as the backbone and drivers of economic growth, employment and livelihoods. It found support for SMMEs to be supply-driven (essentially based on assumptions) instead of needs-based. The paper also provided a practitioner's guide, which outlines methods for understanding the risks SMMEs are exposed to, sensitivity to risks, the likelihood of SMMEs being affected by these risks, the impacts of the risks, and recommendations for minimising the effects of shocks or stressors and improving the capability of SMMEs to adapt in the face of shocks and stresses. The resilience framework is intended to highlight factors that might reduce exposure, manage sensitivities, and increase adaptability for SMMEs susceptible to shocks and stresses.

## Nurturing SMMEs: An Evaluation of the SMME support landscape in South Africa

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Although there are varying levels of collaboration and partnership among market actors with a mandate to support SMMEs, there are limitations in taking stock of the changes in the SMME sector as a consequence of their collective efforts. This report took a bird's eye view of the most significant market actors and their respective interventions and consolidated the collated information. It also provided a preliminary assessment of the impact of these support services, categorised by economic impact, quality of operating environment, social impact and cost-effectiveness. Case studies were used to explore the perspectives and approaches to SMME support. The report found that support for SMMEs is provided through access to finance, skills development, marketing and distribution and access to business facilities. It concluded that despite the variety of support services for SMMEs and the diverse range of players offering many support packages, these interventions often fail to meet the needs of SMMEs and should be tailored to fit the various needs categories.

## Strengthening Linkages Between Work Opportunities and Jobs: Understanding the City of Ekurhuleni's Labour Markets

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This report provides a comprehensive analysis of the labour market within the City of Ekurhuleni to highlight support measures needed to improve employability and the role of PEPs, such as the EPWP, in a job seeker's employment journey. The report delved into the dynamic interplay between the demand for skills and the available supply, highlighting disparities and identifying skill imbalances, including skill mismatches, which can indicate how the supply of skills should be adapted to meet the evolving demands of the local economy. As the composition of the labour force is also a key consideration, the report examined demographic trends (age, gender, etc.) to gain insights into how the workforce is evolving. The report's findings will guide policymakers, educators, and businesses to devise strategies that address skill imbalances. Armed with a comprehensive understanding of the labour market dynamics, stakeholders can make informed decisions about education, training and economic development investments. For example, they are shaping educational curriculums to align with market needs, promoting targeted training programmes, or encouraging workforce mobility to areas of higher demand.

# Media Articles

| | DATE | SOURCE | ARTICLE LINK |
|---|---|---|---|
| JULY 22 | 5 July 2022 | Business Tech | The most violent metros in South Africa: Cape Town vs Joburg vs Durban vs Nelson Mandela Bay |
| | 7 July 2022 | Cape Argus | New report says Nelson Mandela Bay has overtaken Cape Town in the murder stakes |
| | 7 July 2022 | The Daily Mirror | The Daily Mirror – Nelson Mandela Bay has HIGHEST murder rate in SA |
| | 7 July 2022 | The Star | Nelson Mandela Bay has overtaken Cape Town in the murder stakes |
| | 7 July 2022 | Cape Argus | Nelson Mandela Bay is SA's most murderous city |
| | 8 July 2022 | Cape {town} etc | Cape Town is no longer the murder hotspot of South Africa |
| | 8 July 2022 | Netwerk24 | Só vergelyk SA se metro's met dienste, armoede en meer |
| | 9 July 2022 | Die Burger | Só vergelyk SA se metros |
| | 10 July 2022 | Business Tech | Cities in South Africa are blowing millions on surveillance networks – but are they even working? |
| | 11 July 2022 | Die Burger | Meer moorde in Baai gepleeg |
| | 25 July 2022 | DFA | Prof Thuli Madonsela to chair multilateral global body |
| | 26 July 2022 | Cape Times | Madonsela to chair multilateral global body in unique honour |
| AUG - SEP 22 | August/September 2022 | Municipal Focus | Presidential Climate Commission Multi-Stakeholder Conference [Pages 30−33] |
| | September/October 2022 | Municipal Focus | SA Cities Network celebrates 20 years – Pages 58-60 |
| | 28 September 2022 | SACN | Press Release: Urban Festival 2022 – Transforming Cities through Research and Practice |
| OCT 22 | 6 October 2022 | Business Day | Advertorial – Urban Festival 2022 |
| | 11October 2022 | SACN | Press Release: Urban Festival 2022 – Transforming Cities through Research and Practice |
| | 18 October 2022 | Business Day LIVE | Urban Festival to foster collaborative approach to city management |
| NOV 22 | 3 November 2022 | The Mercury | Stark warning over municipal finances amid ballooning staff costs |
| | 4 November 2022 | The Star | Cities do not invest on infrastructure |
| | 11 November 2022 | The Mercury | Zikalala warns municipalities on wage bill |

| | DATE | SOURCE | ARTICLE LINK |
|---|---|---|---|
| NOV 22 | 17 November 2022 | The Financial Mail | New mindset for SA Cities |
| | 23 November 2022 | Daily Maverick | Poor municipal management erodes willingness to pay for services, creates climate ripe for civil unrest |
| | 23 November 2022 | Business Day | Brain drain turned a weak state into SA's prime threat |
| DEC 22 | 1 December 2022 | Daily Maverick | Mind the gap – solutions to Joburg's inner-city housing crisis hamstrung by budget constraints |
| FEB 23 | 17 February 2023 | The Mercury | Groen urbanisme in agtergeblewe Suid Afrikaanse nedersettings: 'n ondersoek na groen boublokke en groen netwerke |
| MAR 23 | 16 March 2023 | Daily Maverick | Urban Planning – our cities are at a crossroads |
| | 27 March 2023 | Cape Argus | Water and Sanitation Minister signs European agreements for water security |
| | 27 March 2023 | allAfrica | Inaugural Multidisciplinary Dialogue on Africa–US City Relations |
| | 28 March 2023 | Litnet | Groen urbanisme in agtergeblewe Suid Afrikaanse nedersettings: 'n ondersoek na groen boublokke en groen netwerke |
| MAY 23 | 11 May 2023 | News24 | How to fix a city? Hill-Lewis, Nkadimeng spill the beans at News24's Cape Town Summit |
| JUNE 23 | 9 June 2023 | SACN | Annual General Meeting (AGM) Notice |
| | 14 June 2023 | SACN | Circular – CEO Resignation |
| | 19 June 2023 | The Citizen | New data programme to make sense of economic activities in SA |
| | 20 June 2023 | Polity | Political Will is the Gateway to Addressing Climate Change in SA, experts tell ActionSA |
| | 22 June 2023 | Business Tech | Property vs electricity rates in Cape Town, Joburg and Durban 2023 – what the data shows |
| | 26 June 2023 | Mail & Guardian | How Eskom has left 'smart cities' in the dark |
| | 27 June 2023 | South African Government | South African Local Government Association Appoints Mr Sithole Mbanga as new Chief Executive Officer |
| | 27 June 2023 | allAfrica | SALGA appoints Sithole Mbanga as CEO |
| | 27 June 2023 | Polity | South African Local Government Association appoints Mr. Sithole Mbanga as new Chief Executive Officer |
| | 27 June 2023 | SAnews.gov.za | SALGA appoints Sithole Mbanga as CEO |

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| JUNE 23 | 28 June 2023 | Engineering News | SALGA appoints Sithole Mbanga as CEO |
| | 28 June 2023 | Eyewitness News | Sithole Mbanga appointed as SALGA CEO |
| | 28 June 2023 | Egoli Jozi News | SALGA Appoints Sithole Mbanga as its New Chief Executive Officer |
| | 30 June 2023 | Business Tech | Rates are crippling business in South Africa – and consumers are paying the price. |

# Media Interviews

| | DATE | SOURCE | INTERVIEW LINK |
|---|---|---|---|
| JULY 22 | 4 July 2022 | Newzroom Afrika | The State of South African Cities Report 2021 with Danga Mughogho |
| | 5 July 2022 | Radio Islam International | State of South African Cities Report 2021 with Monique Damons |
| | 8 July 2022 | Pretoria FM | Nelson Mandelabaai die gewelddadigste |
| | 20 July 2022 | Power FM | Municipal Services with Nosipho Hlatshwayo |
| | 22 July 2022 | Lekoa FM | The most violent metros in South Africa: Cape Town vs Joburg vs Durban vs Nelson Mandela Bay |
| AUG 22 | 1 August 2022 | SAfm | Mediated Conversations: How quickly is SA's population growing with Nosipho Hlatshwayo |
| | 21 August 2022 | Newzroom Afrika | Municipal Systems Amendment Bill with Sithole Mbanga |
| | 23 August 2022 | SAfm | Mediated Conversations: Hijacked buildings with Nicolette Pingo |
| SEP 22 | 2 September 2022 | Newzroom Afrika | No places of safety with Siphelele Ngobese |
| OCT 22 | 24 October 2022 | Newzroom Afrika | Tackling Migration with Sithole Mbanga |
| | 26 October 2022 | SAfm | Urban Festival 2022 with SACN CEO Sithole Mbanga |
| | 26 October 2022 | SAfm | Urban Festival 2022 with COGTA Deputy Minister Thembi Nkadimeng: Part 1<br>Urban Festival 2022 with COGTA Deputy Minister Thembi Nkadimeng: Part 2 |
| | 26 October 2022 | SAfm | Urban Festival 2022 with CEO GPF, Lindiwe Kwele |
| | 26 October 2022 | SAfm | Urban Festival 2022 with Danga Mughogho |
| NOV 22 | 2 November 2022 | Newzroom Afrika | Key trends and events impacting city finances in SA Metropolitan areas over the last 10 years with Danga Mughogho |
| | 4 November 2022 | Cape Talk | State of City Finances 2022 Report with Danga Mughogho |

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| NOV 22 | 2 November 2022 | Newzroom Afrika | Key trends and events impacting city finances in SA Metropolitan areas over the last 10 years with Danga Mughogho |
| | 4 November 2022 | Cape Talk | State of City Finances 2022 Report with Danga Mughogho |
| JAN 23 | 18 January 2023 | Newzroom Afrika | SA Municipalities struggling to make provisions for services |
| FEB 23 | 2 February 2023 | Newzroom Afrika | How instability in local government affect service delivery |
| APR 23 | 26 April 2023 | Power FM | Urban Decay in Cities with Nosipho Hlatshwayo |
| JUN 23 | 6 June 2023 | Newzroom Afrika | Are coalitions good for SA? |

# Blog Posts

| DATE | BLOG LINK |
|---|---|
| 29 June 2022 | South African Cities Open Data Almanac (Scoda) By Majaha Dlamini |
| 20 September 2022 | Urban Festival 2022 By Nicolette Pingo |
| 17 April 2023 | Perspectives For South African Cities By Kopano Ntsoane |
| 27 April 2023 | Freedom And Its Limits Amid High Crime And Violence - A Challenge For South African Cities By Siphelele Nqobese |
| 15 May 2023 | Communication Action Lab Shines Spotlight In The Important Role Of Communication In City Governance By Lucendo Njezula |
| 8 June 2023 | Communicating Urban Resilience - How City Communicators Can Begin To Break Down The Complex Subject Of Urban Resilience By Luncedo Njezula |
| 30 June 2023 | Inclusive Integration: Empowering Informal Waste Pickers Through Clear Policies And Laws By Liteboho Makhele |

# Learning Events

The SACN hosted the following learning events in 2022/23 financial year:

| DATE | EVENT NAME | EVENT OBJECTIVE | THEME |
|---|---|---|---|
| 5 July 2022 | **SCODA V3: The Codebook Version Launch** | To launch SCODA Version 3 | |
| 14 July 2022 | **All-of-Society Dialogue on the SoCR - Gauteng Region** | To roll out the State of Cities Report (SoCR) 2021 to cities at a regional level and review its recommendations | |
| 20 July 2022 | **Built Environment Integration Task Team (BEITT) Annual Retreat 2022** | To re-energise for the new financial year and to connect through a combination of conversation, movement, and the fresh outdoor air. | |
| 4 August 2022 | **eThekwini Metropolitan Municipality engagement feedback meeting** | To provide feedback on the SACN city engagement process and outline priority focus areas for the current term. | |
| 5 August 2022 | **All-of-Society Dialogue on SoCR - Western Cape Region** | To roll out the SoCR 2021 to cities at a regional level and review its recommendations | |
| 11 August 2022 | **All-of-Society Dialogue on SoCR - KwaZulu-Natal Region** | To roll out the SoCR 2021 to cities at a regional level and review its recommendations | |
| 19 August 2022 | **Launch of the Spatial Determinants of Wellbeing paper series 2022** | To launch the paper series, at an event organised jointly by the BEITT and the Urban Safety Reference Group (USRG). | |
| 23 August 2022 | **Mangaung Metropolitan Municipality engagement feedback meeting** | To provide feedback on the SACN city engagement process and outline priority focus areas for the current term. | |
| 26 August 2022 | **Buffalo City Municipality engagement feedback meeting** | To provide feedback on the SACN city engagement process and outline priority focus areas for the current term. | |
| 1 September 2022 | **Safetipin Workshop: Using data to strengthen city safety strategies** | To introduce the project and share learnings, explore ways to expand and institutionalise the value of the project, and explain and share what's on offer for cities. | |
| 8 September 2022 | **Nelson Mandela Bay Municipality engagement feedback meeting** | To provide feedback on the SACN city engagement process and outline priority focus areas for the current term. | |
| 10 September 2022 | **All-of-Society Dialogue on SoCR - Free State Region** | To roll out the SoCR 2021 to cities at a regional level and review its recommendations | |

| DATE | EVENT NAME | EVENT OBJECTIVE | THEME |
|---|---|---|---|
| 21 September 2022 | **USRG – Feedback session on the Safetipin workshop** | To summarise discussions, activities and outcomes of the Safetipin workshop on 1 September 2022 and present the report about using data to create safer public spaces; and to identify synergies and explore opportunities for replication/adaptation in other participating cities. | |
| 22 September 2022 | **SACN Urban Resilience** | To engage on the conceptual framework, which contributes to the learning and adaptive capacity of cities, as they have a vital role to play in proactively managing processes of change, understanding that change and disruption are inevitable (and often unpredictable) and that building adaptive capacity is critical. | |
| 27 September 2022 | **International Relations Forum (IRF)** | To take stock of the IRF's previous work and move towards city diplomacy knowledge application. | |
| 29 September 2022 | **Knowledge Management Reference Group (KMRG)** | To reflect on reviving the SACN's KMRG and survey outcomes of cities' KMRG priorities. | |
| 29 September 2022 | **BEITT Quarterly Meeting** | To engage with practitioners around a forthcoming paper to assess the measurement tools at global (SDGs and NUA) and local scale that are being used to measure success in spatial transformation, the right to the City and access to the City. | |
| 6 October 2022 | **Expanded Public Works Programme Reference Group (EPWP RG) Meeting** | To report on quarterly performance and facilitate city inputs into the 2021/22 Annual State of Expanded Public Works Programme Report. (Co-chaired with the national DPWI). | |
| 26-28 October 2022 | **Urban Festival 2022** | To ignite conversation and action around the desired future state of South Africa's cities, mark a key milestone in SACN's existence, showcase SACN's contribution to South Africa's urban development agenda, profile and celebrate the role of cities in the country's transformation journey, and acknowledge and celebrate partners and collaborators over the past 20 years. | |
| 31 October 2022 | **World Cities Day** | To host the screening of the Good Hood Stories series Season 2, in celebration of World Cities Day. | |
| 7 November 2022 | **SEA-SALGA-SACN Energy Network Meeting** | To discuss the just transition to electric vehicles. | |
| 22 November 2022 | **The State of Metropolitan Finances** | To outline the findings of the State of City Finances 2022 Report and propose a dissemination plan for the report. | |
| 28 November 2022 | **Good Hood Stories 2 Screening** | To launch Season 2 of the Good Hood Stories at an online screening, with Good Hood project champions available for Q&A afterwards. | |
| 5 December 2022 | **BEITT Practitioner Learning Exchange: Keep the bus moving** | To better understand the challenges, and to ultimately find context-appropriate solutions, to the construction sector and its ability to include SMMEs, and provide inputs to a research paper on SMME inclusion. | |

| DATE | EVENT NAME | EVENT OBJECTIVE | THEME |
|---|---|---|---|
| 12 December 2022 | **USRG Phase V Planning** | To refine outcome areas and activities and introduce the gender mainstreaming and GBV prevention capacity-building series. | |
| 16 February 2023 | **EPWP RG Meeting** | To report on quarterly performance and facilitate city inputs into the 2021/22 Annual State of Expanded Public Works Report. (Co-chaired with the national DPWI). | |
| 28 February 2023 | **Urban Resilience in South African Cities** | To create a space for honest reflection and learning at a closed event open only to municipal practitioners – Phase 1 of the dissemination process. | |
| 14 March 2023 | **SACN-US Embassy ENDGBV workshop for the USRG** | To enhance capacity and provide peer-to-peer learning opportunities for USRG members and the City of New York on GBV. | |
| 23 March 2023 | **KMRG Meeting** | To participate in a masterclass by DPSA on localising the KM National Framework by cities | |
| 30 March 2023 | **Water Resilient cities learning event** | To accelerate change to solve the water and sanitation crisis in African cities | |
| 3 April 2023 | **Including children in spatial planning and design development processes** | To share the Practice Note on including children in spatial planning and design development processes with city officials from the SACN BEITT and USRG and other officials. | |
| 18 April 2023 | **BEITT Meeting: City of Ekurhuleni** | To work with multiple interpretations of “connection” with transport/mobility connectivity as a focus, and the physical connection of BEITT practitioners meeting after such a long time. The meeting took place over two days and involved visiting different sites around Ekurhuleni. | |
| 20 April 2023 | **City Youth ideas factory** | To explore enhancing creative economies in eThekwini, with the aim of unlocking the youth's ability to influence policy and encouraging collaborations and opportunities for creatives in the city. | |
| 25 April 2023 | **City Youth ideas factory** | To discuss enhancing safety strategies in Nelson Mandela Bay, as part of the development of a Youth Engagement Toolkit for cities that will enhance youth participation and opportunities to shape city processes. | |
| 8 May 2023 | **Urban Safety RG** | To engage on the CPTED Guidebook development, the USRG brief on the institutionalisation of safety audits and crime stats update and analysis for 2022. | |
| 10-11 May 2023 | **Communication Action Lab** | To provide the opportunity for city communicators and partners to share ideas, learn and acquire critical skills. | |
| 18 May 2023 | **ENDGBV & USRG Session 3** | To engage with community service organisations and partnering with the ENDGBV office | |

| DATE | EVENT NAME | EVENT OBJECTIVE | THEME |
|---|---|---|---|
| 24 May 2023 | **BEITT Practitioner Learning Exchange: Keep the bus moving** | To better understand the challenges, and to ultimately find context-appropriate solutions, to the construction sector and its ability to include SMMEs, and provide inputs to a research paper on SMME inclusion. | |
| 31 May 2023 | **ENDGBV & USRG Session 4** | To learn about the role of Cornell Technology University in working with ENDGBV on technology and GBV, as well as the NYC Transport department and their interventions, and to reflect on the partnership and the way forward. | |
| 1 June 2023 | **EPWP RG Meeting** | To report on quarterly performance and facilitate city inputs into the 2021/22 Annual State of Expanded Public Works Report (co-chaired with the national DPWI). | |
| 13 June 2023 | **Flowing towards Resilience: Unlocking urban water resilience solutions in African Cities** | To highlight the WRI Urban Water Resilience Project in six African cities, with a particular focus on the City of Johannesburg and Nelson Mandela Bay Metropolitan Municipality. | |
| 15 June 2023 | **An ecosystem approach to job creation** | To have a conversation focused on building the next rung of the employment ladder. | |
| 21 June 2023 | **Finance Forward: Accelerating climate finance for urban projects** | To explore potential opportunities and innovative strategies for addressing challenges facing cities and for delivering municipal services, with the aim of stimulating, inspiring and connecting city officials across different municipalities in the country with invited experts and knowledge brokers. | |
| 22 June 2023 | **Greening the concrete jungle - Mainstreaming nature-based solutions in city planning** | To explore potential opportunities and innovative strategies for addressing challenges facing cities and for delivering municipal services, with the aim of stimulating, inspiring and connecting city officials across different municipalities in the country with invited experts and knowledge brokers. | |
| 27 June 2023 | **International Relations Forum City Diplomacy training: Session 1** | To introduce the evolution, key actors and main outcomes of city diplomacy, including an in-depth look at the relevance and added-value positioning of city diplomacy as a cross-cutting policy within the municipality. | |
| 27 June 2023 | **The role of public employment programmes in the future of work** | To discuss youth mobilisation, community service and demand activation, and how to increase the number of opportunities available to young persons through PEPs. | |

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