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“ ..a joint **knowledge sharing program**  
of action of salga, national & provincial  
governments, and nine of South  
Africa’s most urbanizing  
**spaces...**”



**Business Plan Presentation to Portfolio Committee on Co-operative  
Governance and Traditional Affairs - 24<sup>th</sup> May 2011**



110524PCOOP

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## Issues Covered In Presentation

1. Organisational Mandate
2. How has the SACN performed since establishment?
3. What are the “new” challenges facing the local government sector and SACN member municipalities?
4. How should SACN be responding?
5. Issues to look out for
6. What are the Business Implications

## Summary of Issues Raised At Our Last Engagement with COGTA Portfolio Committee...

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### The research agenda?

1. Water is a key priority facing local government, and not covered in the research agenda of the SACN
2. Should production of statistics not become a city responsibility?
3. Urban / Rural inter-dependence is a critical issue for which there is limited understanding of its impact on the country's development
4. How is urban defined? And what are the human resource needs of local government

### Organizational Matters?

1. Is SACN solely a program of 9 largest municipalities?
2. At what intervals does the State of Cities Report get released?

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**Since its inception in 2001/2, the SACN has been a network of the nine largest municipalities in the country rather than a representative structure, whose objective is to:**

- ∇ Promote good governance and management in South African cities;
- ∇ Analyse strategic challenges facing South African cities;
- ∇ Collect, collate, analyse, assess, disseminate and apply the experience of large city government in a South African context; and
- ∇ Promote shared learning partnerships between the different spheres of government to support the management of South African cities.

**Membership & Governance Board is comprised of:**

- COGTA, DOT, DHS, SALGA, Buffalo City Municipality, City Of Cape Town, Ekurhuleni Metropolitan Municipality, City of eThekweni(Durban), City of Johannesburg, Mangaung Municipality, Msunduzi Municipality, Nelson Mandela Bay Municipality and the City Of Tshwane (Pretoria)

**Our Programmatic Approach** is derived from the Local Government White Paper and thus a **analytical tool** for continuous municipal **performance evaluation**

### **Productive City**

- Can the local economy provide the majority of residents with opportunities to make a reasonable living?

### **Inclusive City**

- Do residents have the opportunities and capacities to share equitably in the social and economic benefits of city life?

### **City Development Strategy**

What are the immediate, medium and long term growth and development imperatives of the municipal area?

### **Well Governed City**

- Is the political and institutional content stable, open and dynamic enough to accommodate varied objectives and interests?

### **Sustainable City**

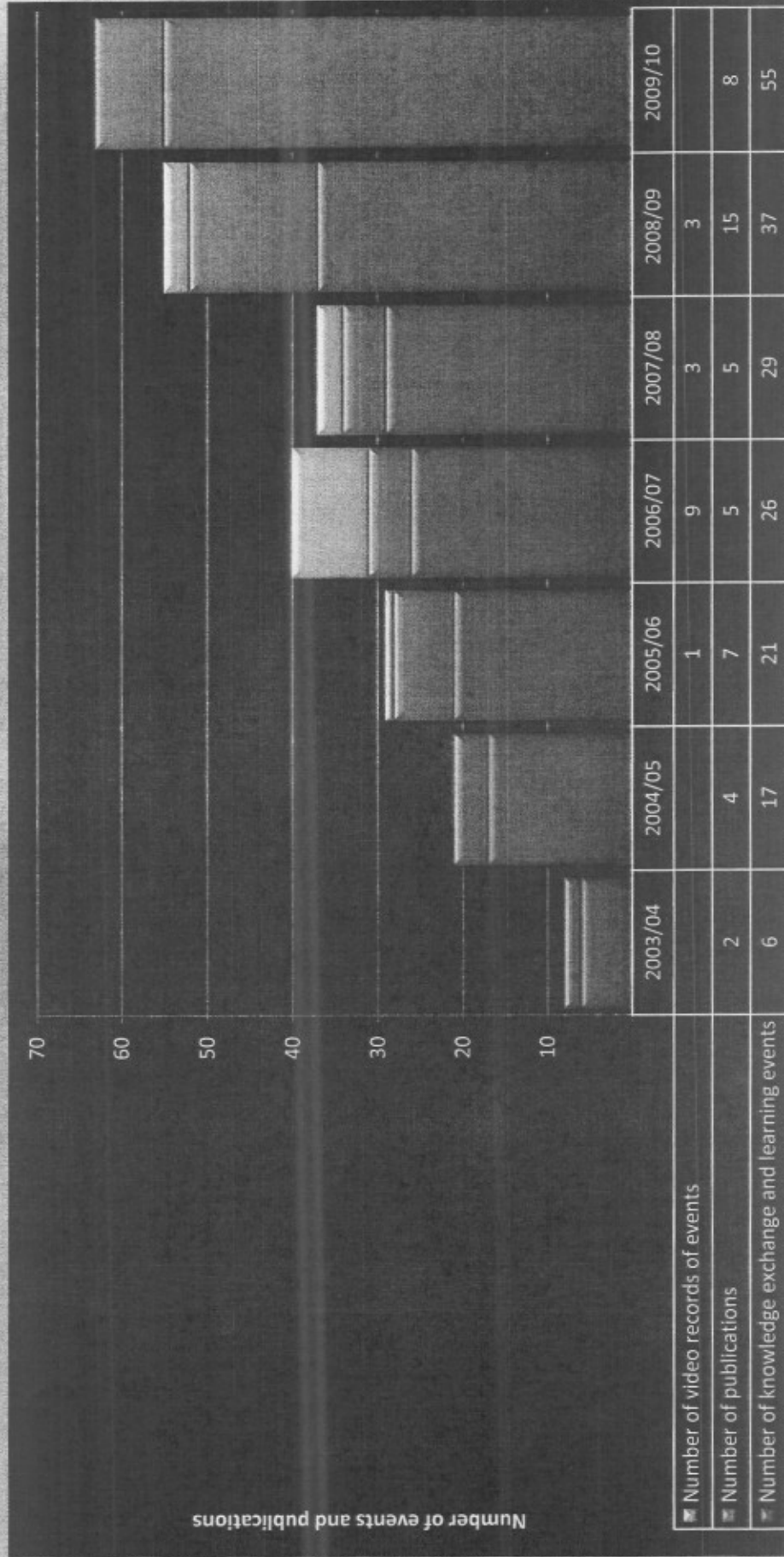
- How is the city impacting on the limited reserve of non-renewable resources that sustains the settlement and makes it viable?

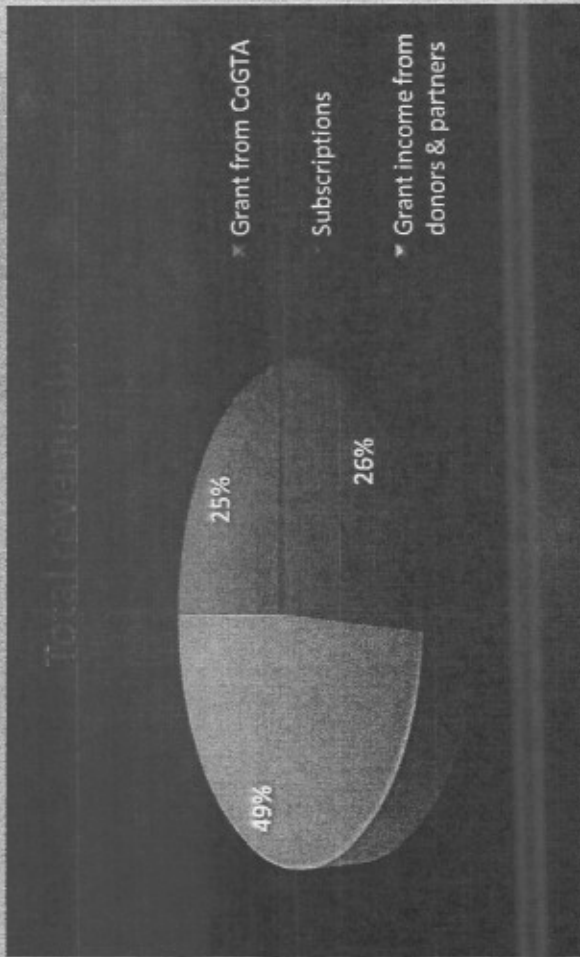
## Approach to business during 2006-2010

<b>Guidance</b>	<ul style="list-style-type: none"> <li>• Economic integration in city regions.</li> <li>• Financial incentives for private investment.</li> <li>• Trade and investment.</li> <li>• 2010 SWC.</li> <li>• Economic transport networks</li> </ul>	<ul style="list-style-type: none"> <li>• HIV and AIDS.</li> <li>• Public transport.</li> <li>• Social safety net and indigent support</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement monitoring.</li> <li>• Asset management.</li> <li>• Mega-projects.</li> <li>• Property development partnerships.</li> <li>• CIDs.</li> <li>• Disaster management</li> </ul>	<ul style="list-style-type: none"> <li>• Resource efficiency.</li> <li>• Urban environmental management.</li> </ul>
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		Thematic focus			
Functional focus	a. Values	Productive cities	Inclusive cities	Well-governed cities	Sustainable cities
	Guidance				
	Discovery				
	Assistance				
Cross-cutting activities (KM, CDS and OD)					

## Year-on-Year Output Delivery; What Has Been the Impact?





20 000  
18 000  
16 000  
14 000  
12 000  
10 000  
8 000  
6 000  
4 000  
2 000

	2002/ 03	2003/ 04	2004/ 05	2005/ 06	2006/ 07	2007/ 08	2008/ 09	2009/ 10
Total Revenue	2 473	6 598	6 319	9 313	8 732	10 694	17 974	17 512
Total Programmatic spend	1 023	3 131	2 617	4 910	4 985	7 176	12 288	12 236
Total Institutional support costs	1 713	3 079	3 584	3 500	3 372	3 651	4 909	5 073
	2 736	6 210	6 201	8 410	8 357	10 827	17 197	17 309



Table 5: Results of quality surveys completed for SACN learning events during 2009/10

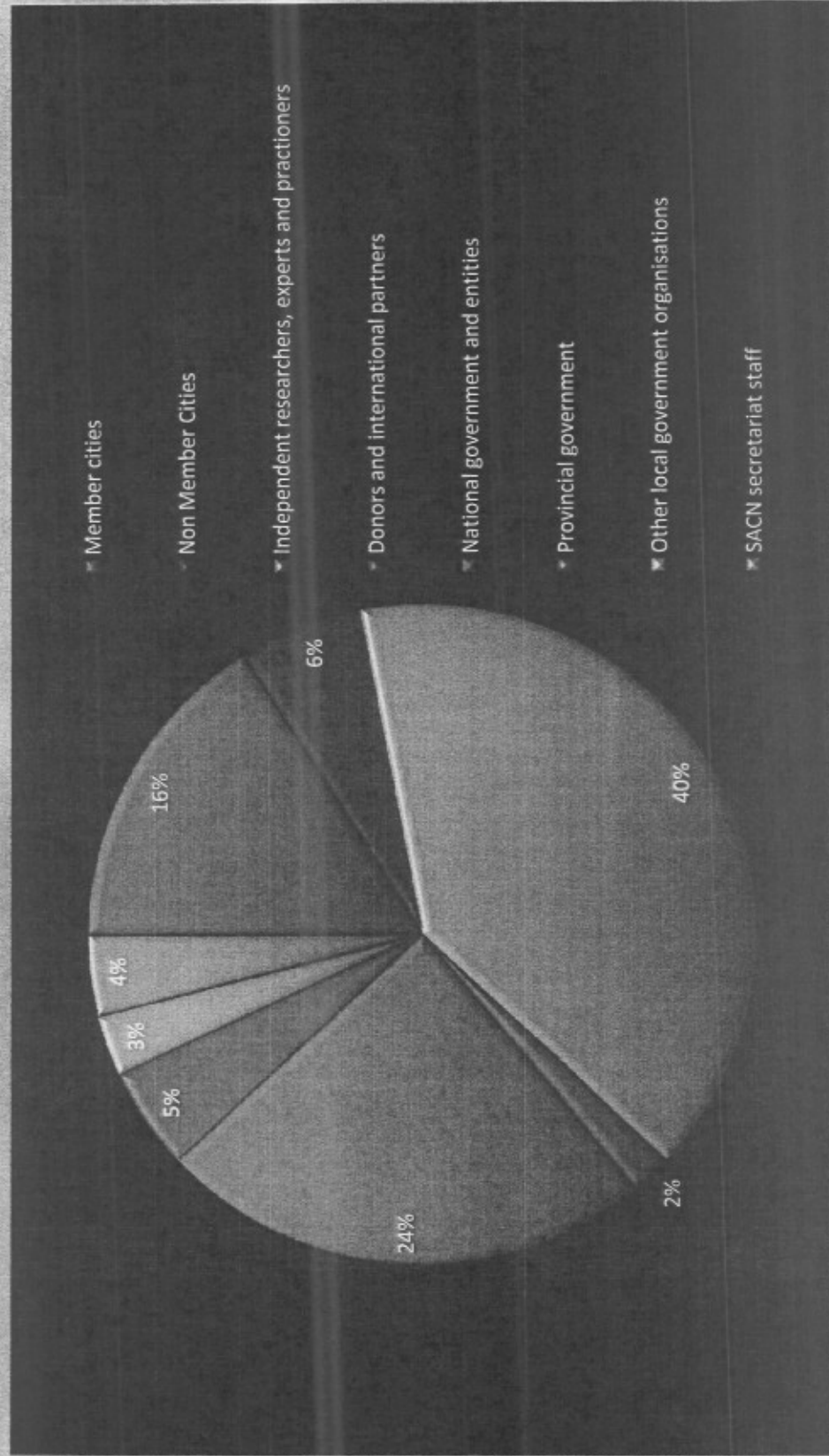
Table 1: SACN expenditure and outputs since 2003/04

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	Total
<b>Expenditure R'm</b>	6 210	6 201	8 410	8 357	10 827	17 198	12 971	70 174
<b>Increase on previous year (%)</b>		-0.1	35.6	-0.6	29.6	58.8	-24.6	
<b>Number of outputs</b>	8	21	29	40	37	55	65	255
<b>Increase on previous year (%)</b>		162.5	38.1	37.9	-7.5	48.6	18.2	

Table 2: Results of Survey during 2009/10

Questions asked	Scores				
	A little or bad				A lot or good
	1	2	3	4	5
Question 1: Did you learn something new today?	3	9	33	70	101
Question 2: Did the information you received inspire you to do something new or different in your work?	2	6	43	60	105
Question 3: Will the information you received help you to do your job better?	2	8	29	76	111
Question 4: Invitation quality score	0	7	27	56	126
Question 5: Preparatory information quality score	2	3	26	68	112
Question 6: Venue and catering quality score	3	10	22	73	108
	12	48	180	403	663

**Table 3: General Composition of Participants ( during 2009/10) in SACN Activities**



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**Firstly**, the major shift in terms of the 2011-2016 focus of the SACN is its **understanding of member city typology** and thus the programmatic scope.

**Secondly**, the business framework suggests that consideration needs to be given to **broadening the programmatic reach** to non-traditional SACN member cities, including SADC.

**Thirdly**, it proposes that, in order to become more effective, attention and focus needs to bias itself on **changing policy response and practitioner behavior** across the spheres of government by deepening knowledge sharing.



giving effect to differentiated approach

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## Typology of South African Cities

### City-regions

- large multi-nodal urban complexes with more than 1 million people
- significant and diverse economies with strong links to global economy
- Gauteng city region area, and coastal city region areas of Cape Town, eThekweni and Nelson Mandela Bay

### Cities

- multi-nodal areas with more than 400 000 people serving bigger region
- relatively high service indexes (urban functional index of more than 11)
- Polokwane, Bloemfontein, Nelspruit, East-London and Pietermaritzburg etc

### Regional services centres

- medium and higher order towns
- relatively high service indexes of between 2 and 10) – includes:
- larger towns in densely settled areas (such as Mthata, Thohoyando)\
- smaller richer towns in resource rich areas (Rustenburg, Middelburg,
- towns playing key service functions in more isolated areas (Upington)

### Service towns

- narrow range of services (in this case with service indexes (UFI) between 1 and 2)
- fulfill service function for communities within the vicinity (iGiyani) or broader community on corridor (Estcourt)

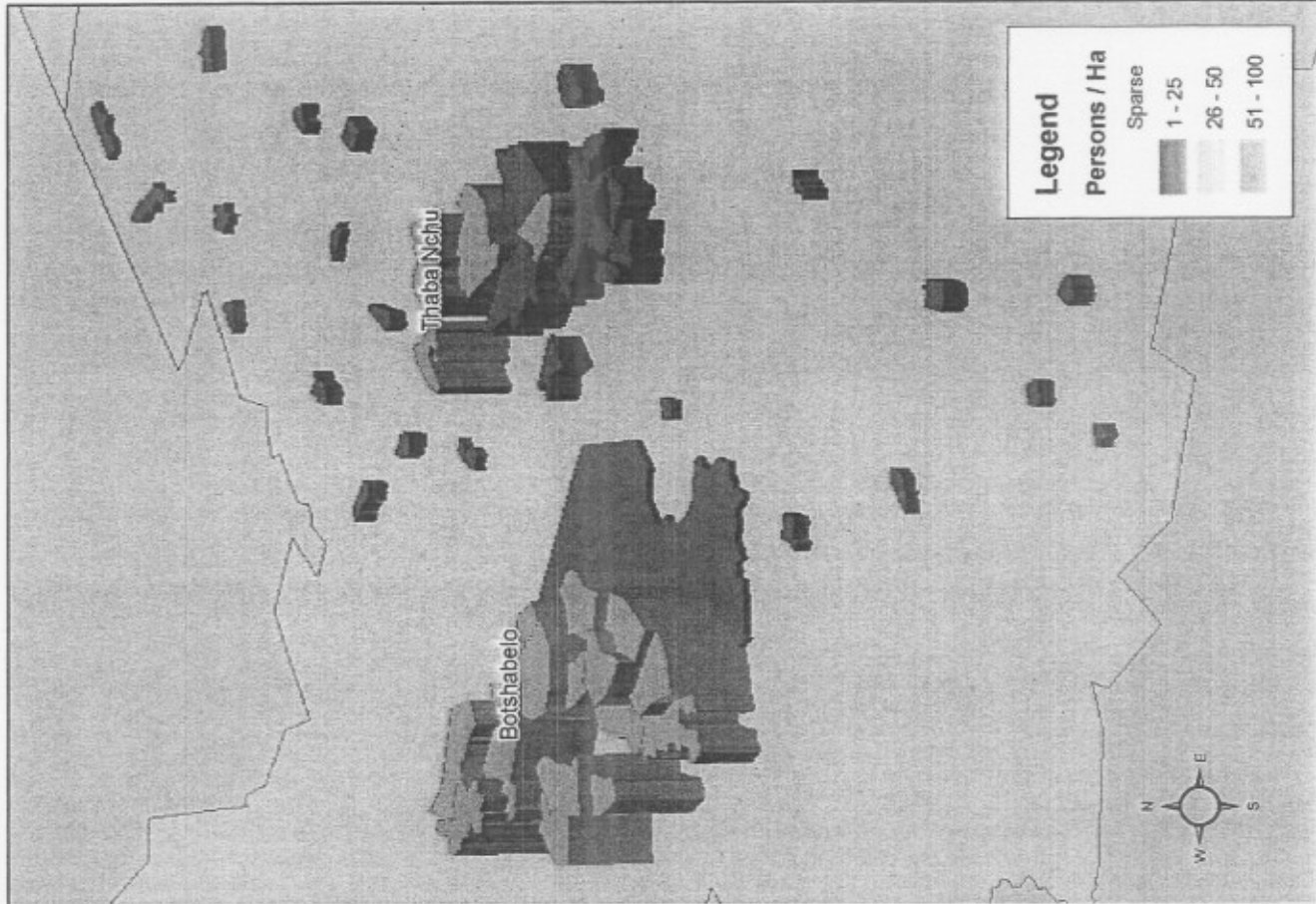
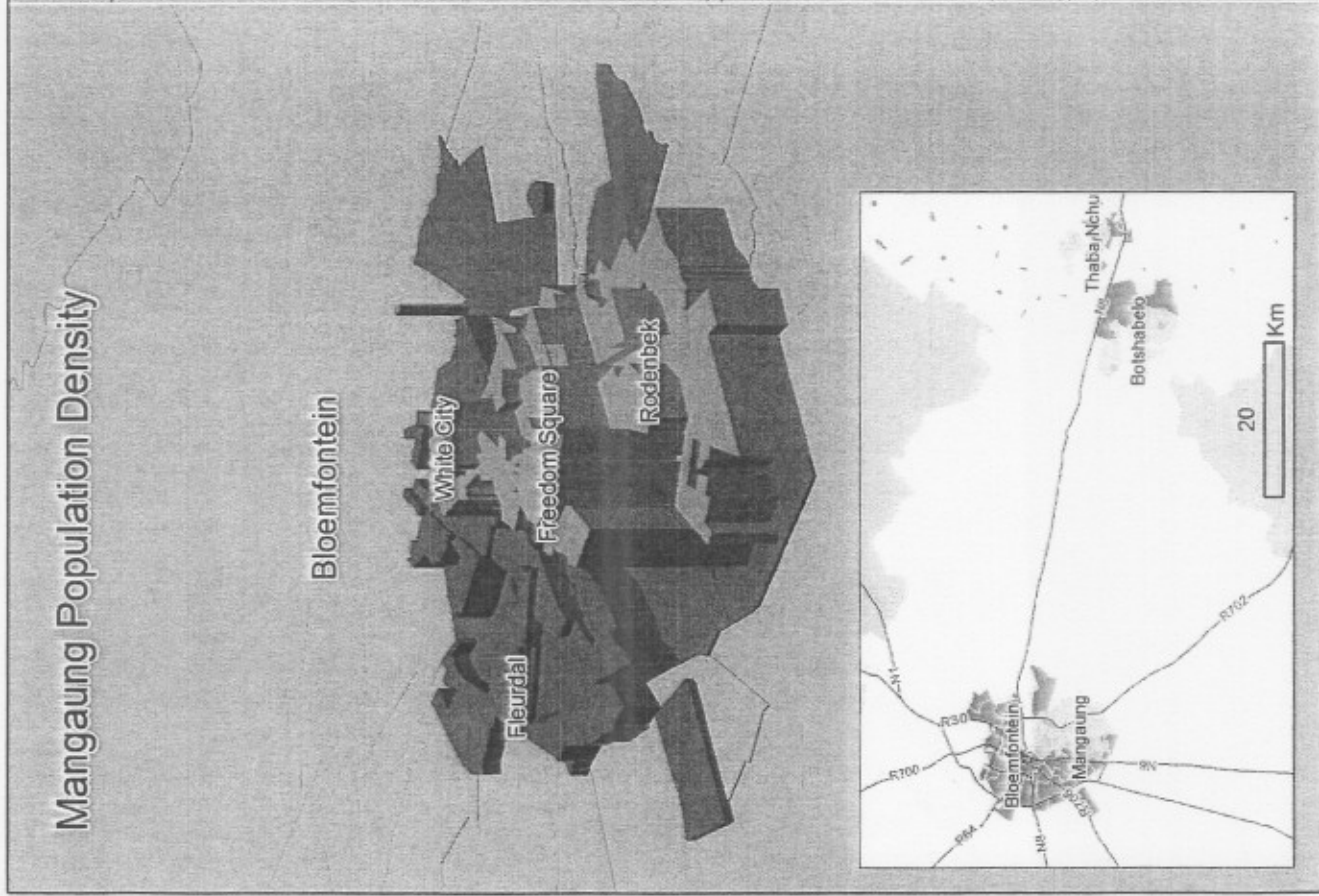
### Local/niche towns

- smaller in terms of population and economic activity
- some with high economic growth rates (Prince Albert), or high population growth (Alice) but often in decline

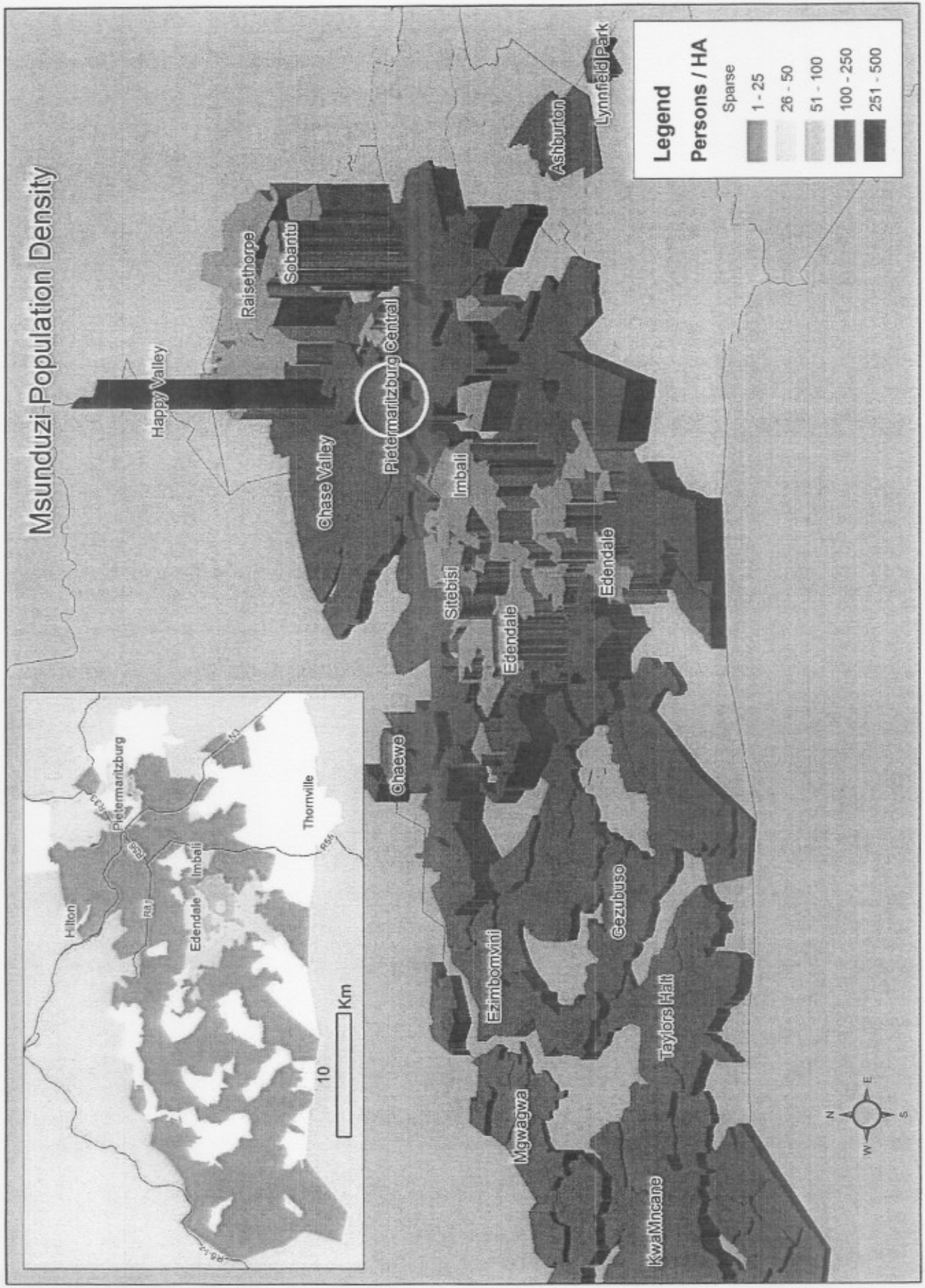
## Selected global city-regions, urban corridors and mega-regions



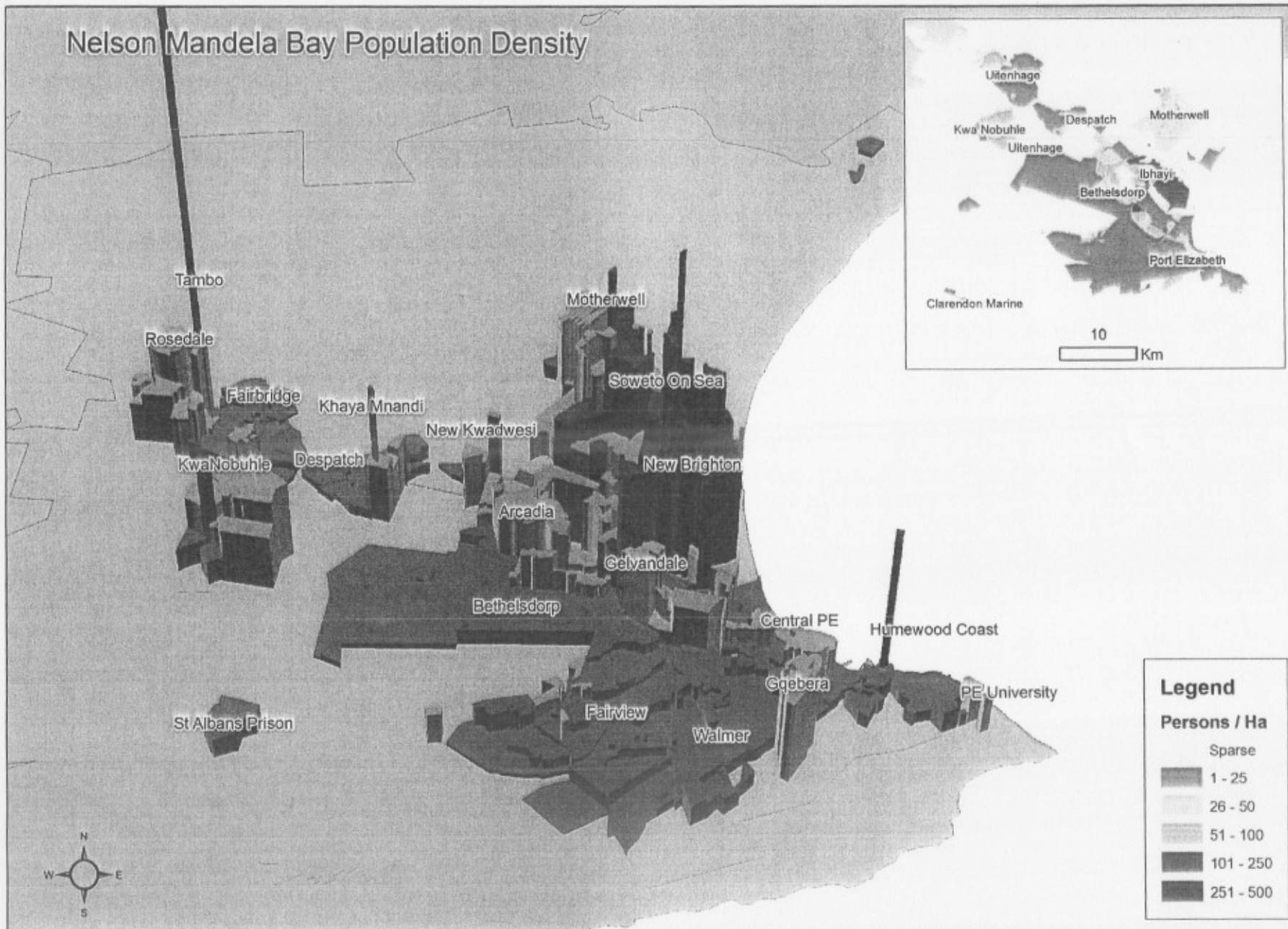
# Mangaung Population Density



# Msunduzi Population Density

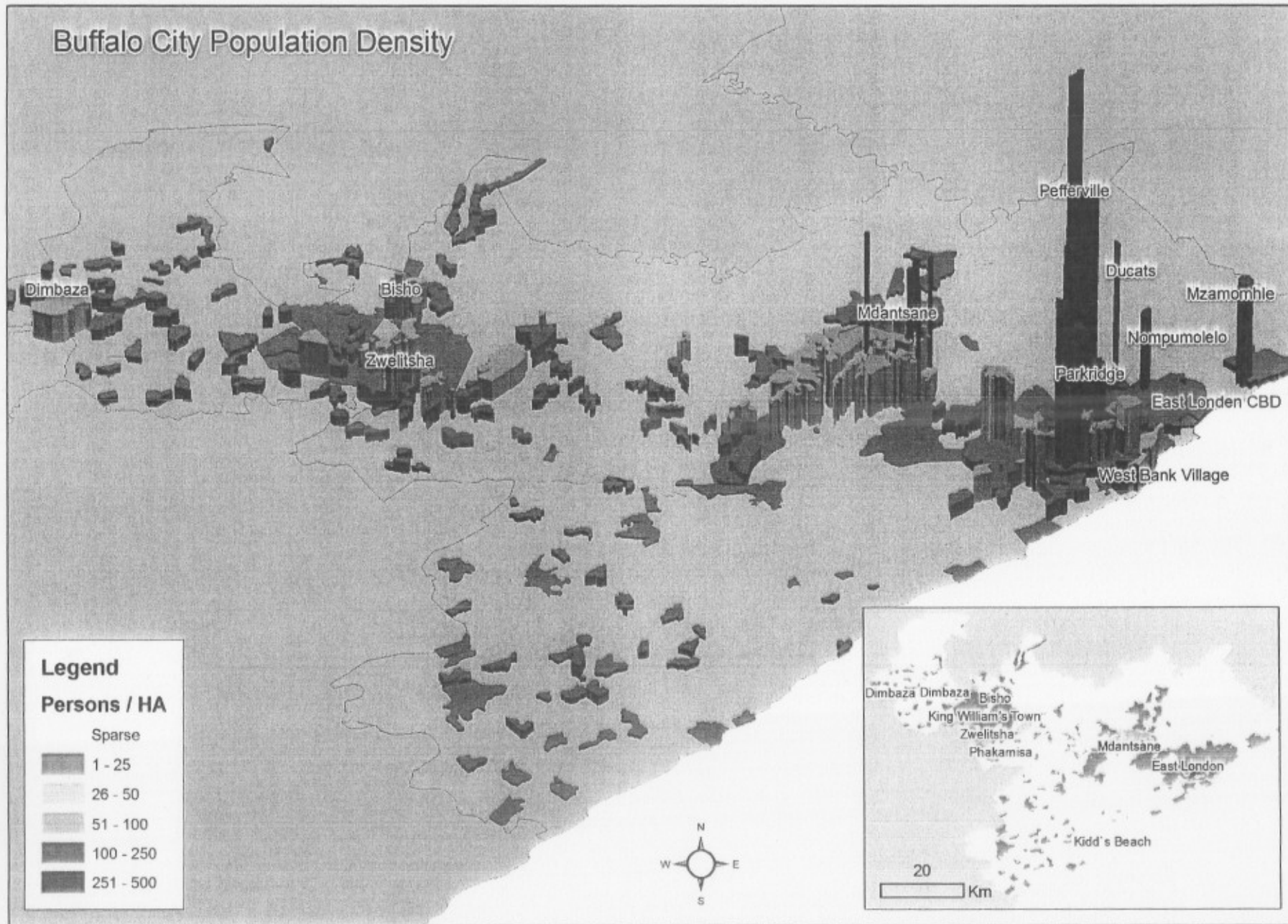


# Nelson Mandela Bay Population Density

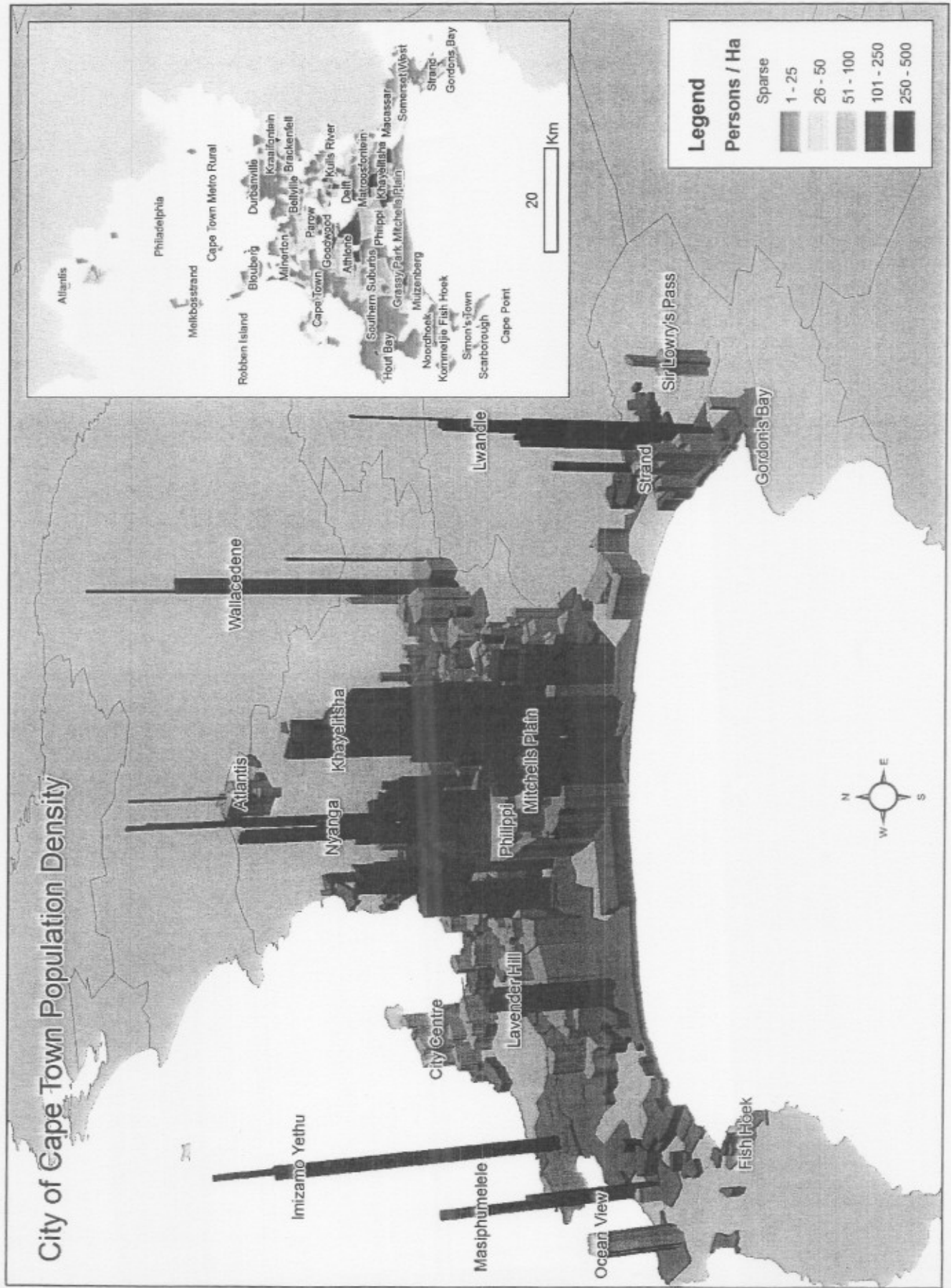




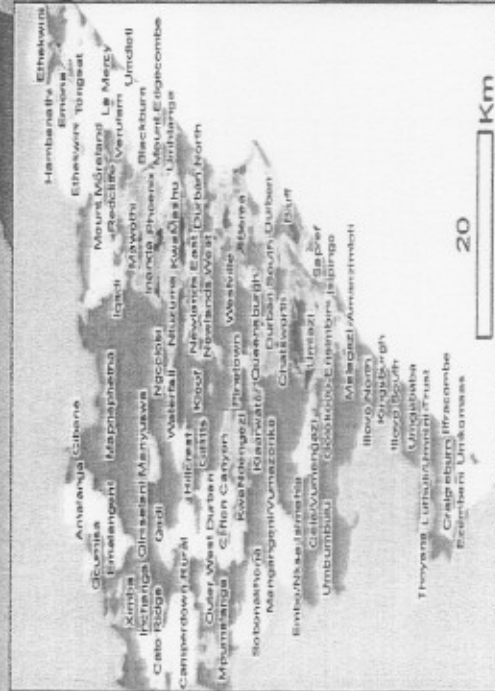
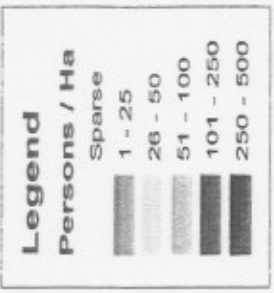
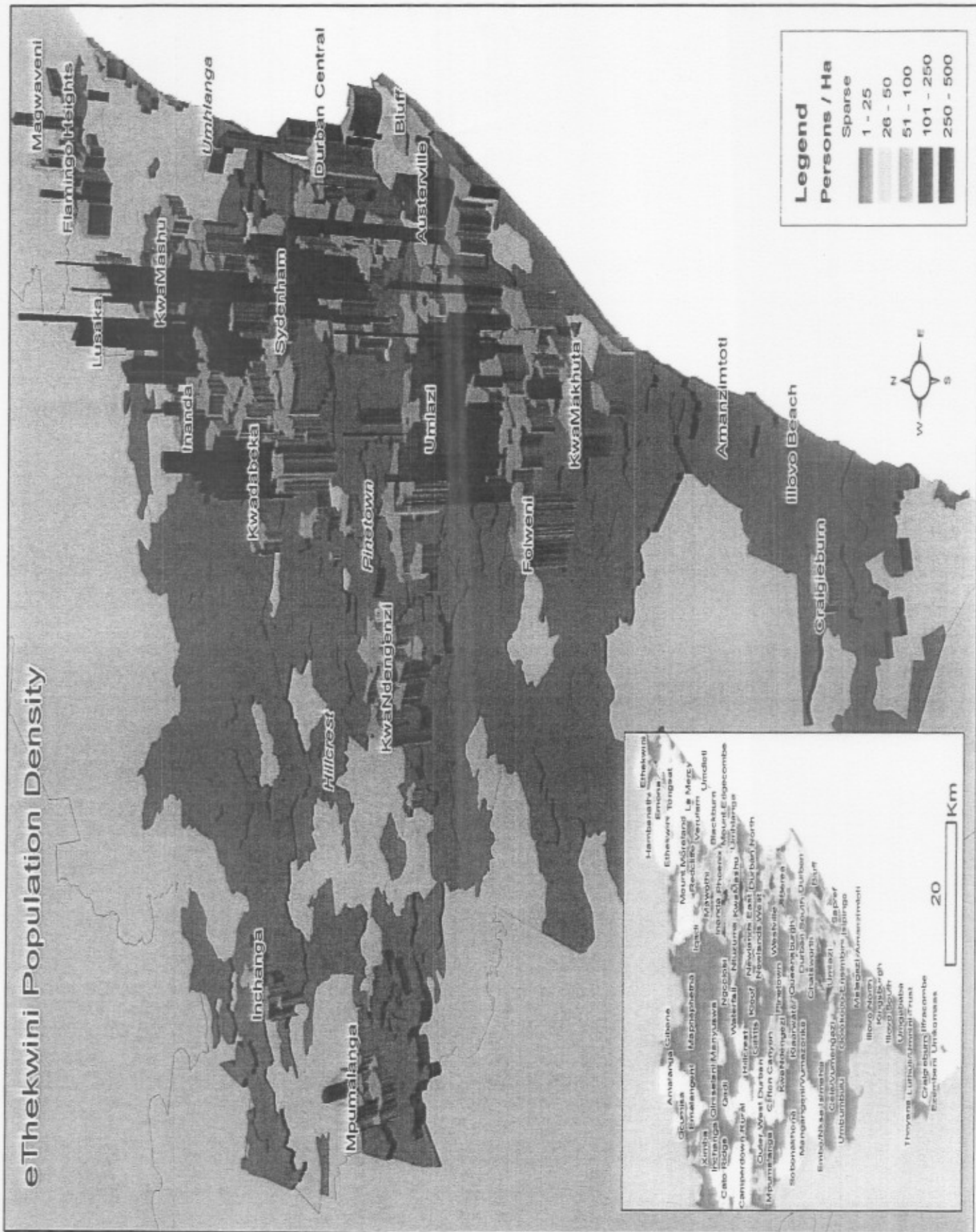
# Buffalo City Population Density



# City of Cape Town Population Density



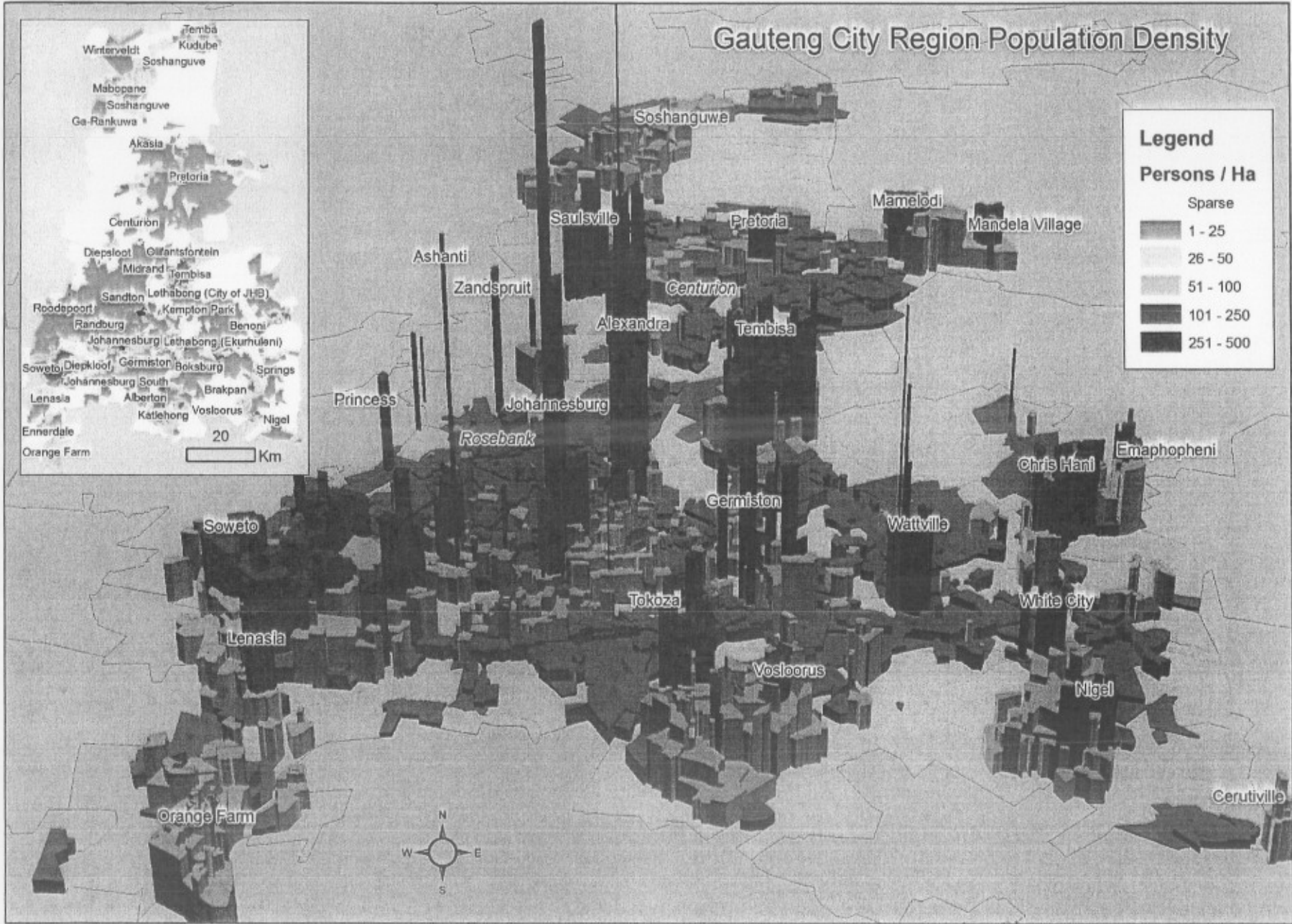
# eThekweni Population Density



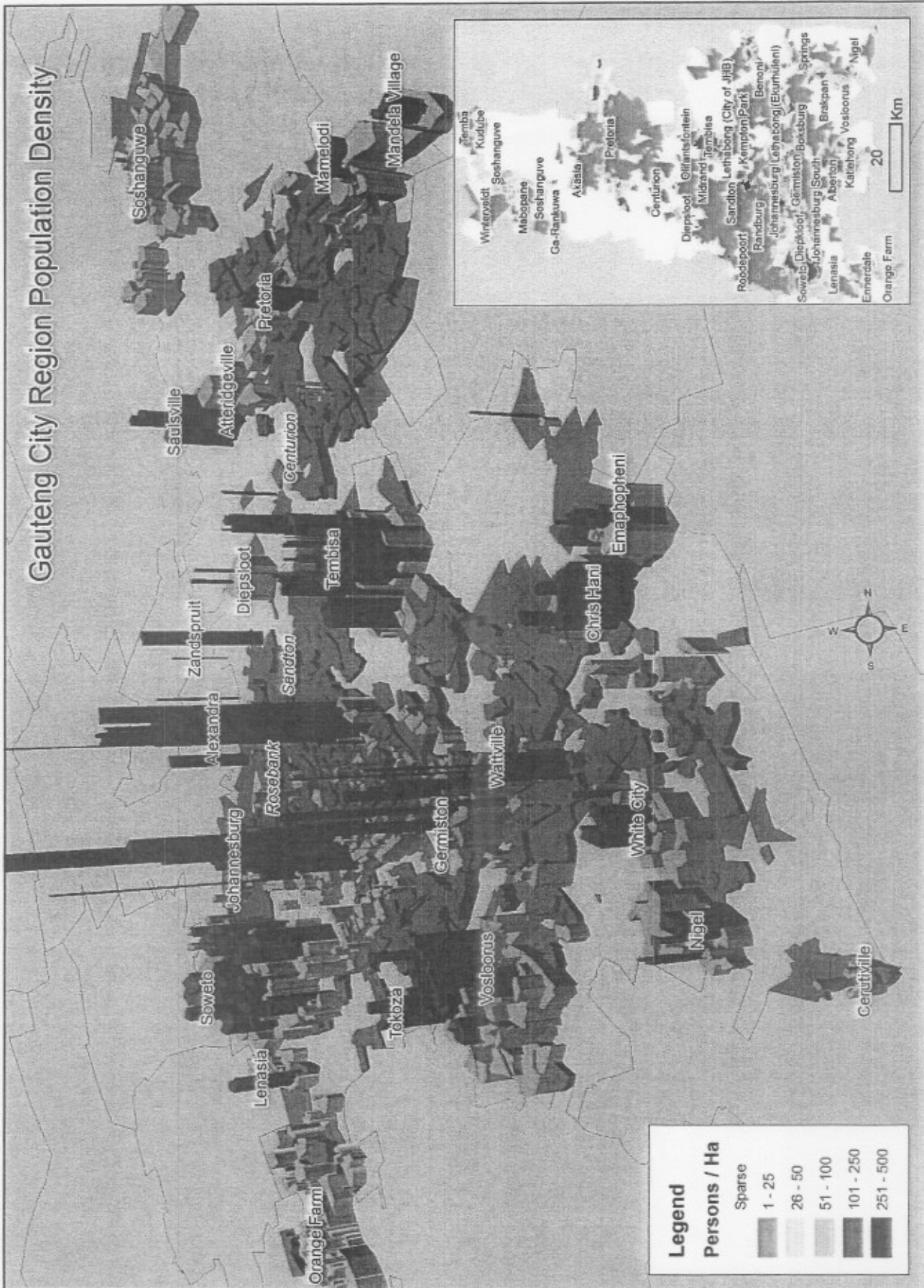
Magwaveni  
Flamingo Heights  
Lusaka  
Kwamashu  
Inanda  
Kwadabeka  
Sydenham  
Hillcrest  
Kwandangazi  
Flatown  
Umhlanga  
Austermile  
Bluff  
Durban Central  
Umhlanga

Inchanga  
Mpumalanga  
Hillcrest  
Kwandangazi  
Flatown  
Umhlanga  
Folweni  
KwaMakhutha  
Amanzimtoti  
Umhlanga Beach  
Graigieburn

Inchanga  
Mpumalanga  
Hillcrest  
Kwandangazi  
Flatown  
Umhlanga  
Folweni  
KwaMakhutha  
Amanzimtoti  
Umhlanga Beach  
Graigieburn



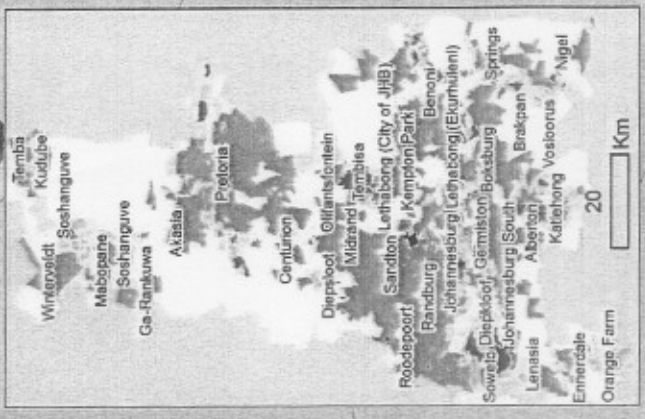
# Gauteng City Region Population Density



**Legend**

**Persons / Ha**

Sparse	1 - 25
	26 - 50
	51 - 100
	101 - 250
	251 - 500



# Some Key Research Agenda Issues for Local Government Sector in the next decade

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## WORSTREAM I: Acting with a Better Understanding

1. Adopt **urban development policy** regime that seeks to strengthen productive and sustainable urban spaces
2. Provide **local government indicators** that allows better governance & interpretation at varied scales (e.g. ward, region, municipal, city region)

## WORKSTREAM II: Changing Built Environment Function

3. Addressing issues of **land and land-use management**
4. Increasing city efficiencies by improving **Public Transport**
5. Using **Human Settlements** to create social cohesion

## WORKSTREAM III: Unhesitant in Dealing with Vulnerability

6. Understanding better and improving **local government financing** model
7. Managing better and impacting positively on a vulnerable **natural resource** base
8. Better understanding of and enhancing **rural/urban inter-dependence & interface**
9. Building and **dedicated & focused human capacity** for local government
10. Promoting **socio-political stability**

**Programme A -**  
Target: Metro Cities

**Programme B -**  
Target: 21 of SA's  
Large Municipalities

**Programme C -**  
Target: SADC and  
the African Continent

**Programme D -**  
Target: International  
Cities

CONTENT

CONTENT

CONTENT

CONTENT

PROGRAMME THEMES

KNOWLEDGE & COMMUNICATION VEHICLES