



ANNUAL PERFORMANCE REPORT 2008/09

1 JULY 2008 TO 30 JUNE 2009

The SACN's expenditure grew by an unprecedented 59 per cent in 2008/09. This was matched by growth in the number of outputs (publications, learning events and video records of learning events) of 49 per cent.

Table 1: SACN expenditure and outputs since 2003/04

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	Total
Expenditure R'm	6.209	6.200	8.410	8.357	10.828	17.198	57.202
<i>Increase on previous year (%)</i>		-0.1	35.6	-0.6	29.6	58.8	
Number of outputs	8	21	29	40	37	55	190
<i>Increase on previous year (%)</i>		162.5	38.7	37.9	-7.5	48.6	

This report considers the extent to which the SACN has delivered programme outputs against targets set in the 2008/09 business plan. It reflects on the quality of outputs and outcomes and records the learning and policy impacts of the SACN programme.

PROGRAMME PERFORMANCE AGAINST OUTPUT TARGETS

The SACN defines two primary categories of outputs: **learning events** (which are outputs of the knowledge dissemination function); and **publications** (which are outputs of the knowledge generation function).

Number of outputs

In 2008/09 the business plan defined a significant increase in the number of outputs as the big increase in expenditure since 2006/07 resulted in new outputs.

Table 2: Summary of SACN outputs delivered since 2003/04

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2008/09 Planned
No of learning events	6	17	21	26	29	37	40
No of video records of events			1	9	3	3	3
No of publications	2	4	7	5	5	15	17
Total number of outputs	8	21	29	40	37	55	60

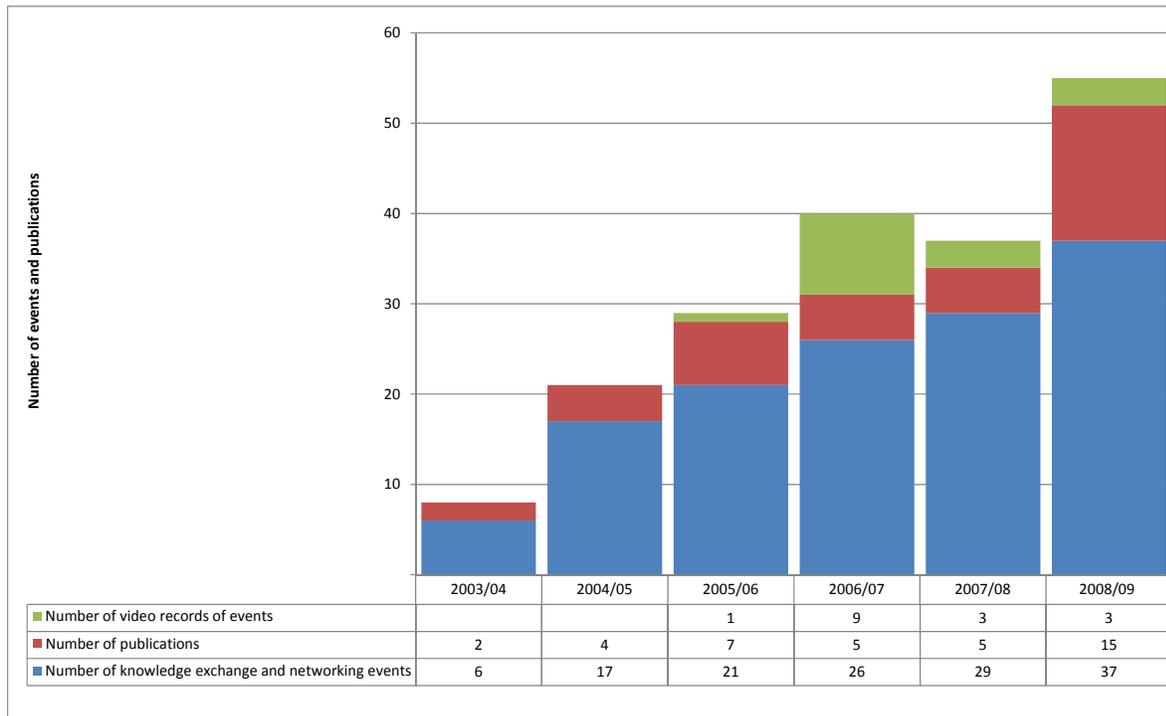
In the 1st quarter, the SACN delivered 7 learning events, 4 publications and 1 video record of an event. In the 2nd quarter 7¹ learning events, 2 publications and 2 video records were completed. In the 3rd quarter there were 12 learning events and 1 publication. In the 4th quarter there were 9 learning events and 8 publications.

Overall, the SACN completed 37 out of the 40 planned learning events. Three events were postponed to July 2009 for logistical and knowledge production reasons, and these will be counted as 2009/10 outputs.

Fifteen (15) out of the planned 17 publications were also completed, and the two publications that were delayed are in the production pipeline and should be completed early in 2009/10.

¹ Two of the events in the 2nd quarter were changed from one- to two-day events. These are double-counted in the annual total.

Figure 1: Graph of the number of SACN outputs per year since 2003/04



Output analysis

In 2008/09 the following outputs were completed:

Table 3a: Detail of learning events hosted by the SACN during 2008/09

Learning event	Date	Objective
1st quarter of 2008/09		
CDS reference group on the 2010 Fifa Soccer World Cup	22-23 July 2008	To consider and discuss leading practice on fanparks and public viewing solutions for mega-events
Sustainable cities seminar on sustainable public transport	14-15 August 2008	To share knowledge with international experts on sustainable public transport solutions for SA
Knowledge management reference group	26-29 August 2008	To discuss strategies for converting tacit to explicit knowledge
Inclusive cities seminar on economic development in township nodes (TTRI)	4-5 September 2008	To share knowledge about local economic development strategies in townships
Inclusive cities reference group on EPWP	11-12 September 2008	To discuss institutional arrangements and skill requirements for EPWP delivery
Indicators reference group	16 September 2008	To discuss the review of SoCR methodology and the initial indicators review work
Productive cities reference group on freight logistics	30 September 2008	To discuss how to elevate freight logistics planning into CDS processes

Learning event	Date	Objective
2nd Quarter of 2008/09		
Well-governed cities seminar on Sustainable municipal finance in Southern Africa	2-3 October 2008	To share knowledge within the region on municipal finance practices and borrowing strategies (with video record)
Sustainable cities seminar on green building standards and by-laws	9 October 2008	To share knowledge about how to regulate green building construction
CDS reference group on 2010 FWC	23-24 October 2008	To discuss city marketing, beautification and tourism strategies for big events
Knowledge management reference group	13-14 November 2008	To discuss strategies for mentoring, learning communities and partnerships
Inclusive cities reference group on EPWP	20-21 November 2008	To discuss EPWP delivery
2 nd SACN urban development conference	2-3 December 2008	To consult urban development experts about the National Urban Development Framework (with video record)
1 st meeting of the board of directors and AGM for 2008/09	3 December 2008	To approve the annual financial statements and review progress
3rd Quarter of 2008/09		
CDS reference group on 2010 FWC: Indicators	22 January 2009	To review the proposed indicators to be used in the 2010 legacy report
Sustainable cities seminar on wind energy	23 January 2009	To share knowledge between Denmark and SA on wind energy production and associated economic development and job creation potential
CDS reference group on 2010 FWC	27-28 January 2009	To discuss protocol associated with hosting the 2010 FWC
Sustainable cities seminar on urban biodiversity	29-30 January 2009	To share experiences of valuing ecological and environmental services in the cities
CDS reference group on 2010 FWC	29-30 January 2009	To discuss disaster-management planning for the 2010 FWC
Sustainable cities reference group on waste-to-energy	3 February 2009	To consider and comment on the first draft of waste-to-energy case studies and the initial feasibility model
CDS expert knowledge sharing in Mangaung	12-14 February 2009	To advise Mangaung on strategic planning and financial management transformation required before becoming a metro
Sustainable cities leadership study tour on renewable energy	14-21 February 2009	To explore international leading practice in promoting renewable energy strategies
Well-governed cities seminar on municipal infrastructure investment planning	4-5 March 2009	To share knowledge about municipal infrastructure investment planning strategies and practices; and to apply the use of a planning tool developed by DPLG
2 nd meeting of the board of directors for 2008/09	20 March 2008	To approve the annual business plan, review progress, deal with governance issues, and share knowledge about the EPWP phase 2 and the NUDF project
Knowledge management reference group	26-27 March 2009	To discuss strategies for mentoring, coaching, and collective intelligence; and learn to write case studies

Learning event	Date	Objective
4th Quarter of 2008/09		
Well-governed expert knowledge sharing: credit enhancement in Msunduzi	6 April 2009	To advise Msunduzi on financial and operational management improvements required to improve credit rating and borrowing strategy
Well-governed cities workshop on sustainable municipal finance in Southern Africa	8 April 2009	To debrief the project steering committee and reference group on the outputs and outcomes of the first phase of the sustainable municipal finance project
Indicators reference group	14 May 2009	To discuss Urban Observatories, and the progress made in reviewing indicators
Sustainable cities reference group on waste-to-energy	22 May 2009	To consider and comment on the last draft of waste-to-energy case studies and feasibility model and plan the launch seminar
Inclusive cities seminar on township renewal (TTRI overview course)	1-4 June 2009	To share knowledge and experience of township renewal (with a focus on smaller towns)
Well-governed cities seminar on municipal infrastructure funding	2-3 June 2009	To present and discuss the findings of WBI research papers on infrastructure investment in South Africa
Inclusive cities seminar on urban food security	10-12 June 2009	To present and discuss the findings of AFSUN's research on urban food security in Southern Africa
Inclusive cities reference group on EPWP	23 June 2009	To review EPWP phase 2 targets and implementation plans
Knowledge management reference group	25-26 June 2009	To discuss knowledge in action and review progress with writing case studies

Table 3b: Detail of SACN publications completed during 2008/09

Publication	Launch date	Objective
Inclusive cities report 2008	August 2008	Annual round-up of inclusive city case studies and opinion pieces
Annual report 2007/08	September 2008	Annual financial statements published as required by legislation
Sustainable cities report 2008	September 2008	Annual round-up of sustainable city case studies and articles
Green Rating Tool – Office v1.0	September 2008	Published by the Green Buildings Council of SA with sponsorship from SACN, this tool will allow the building industry to rate office buildings in terms of environmental performance
State of Cities Reporting: Good practice guide and toolkit	October 2008	To provide guidance on how best to prepare state of the cities reports
Urban space economy study	November 2008	To provide an evidence-based analysis of the urban space economy
Sustainable public transport overview report 2009	January 2009	To assemble concepts and leading practice in the field of sustainable public transport as a briefing report.
State of municipal finance report (Southern Africa) – Phase 1	February 2009	To provide an overview and analysis of the state of municipal finances in 9 cities in the SADC region
UEMP project review file	May 2009	A case study file documenting the outcomes of completed projects in the SA-Denmark UEM programme

Publication	Launch date	Objective
State of city finances report (2009 update)	June 2009	To review and update the findings of the 2007 State of City Finances Report
Guide on how to secure municipal finance in Southern Africa	June 2009	A how to guide that municipalities can use to gain a better understanding of municipal finance in the region
State of EPWP in the cities (2009)	June 2009	To present an analysis of city performance in delivering jobs through the EPWP
2010 FWC city legacy report	June 2009	To provide an overview of the potential legacy impacts of the 2010 FWC and identify benchmark data to measure this impact
Township Renewal Sourcebook	June 2009	Overview of township renewal principles, concepts and leading practice that will serve as a resource for teachers and trainers
Energy from waste toolkit and feasibility model	June 2009	A technical guide that explains how municipalities can design and implement biogas generation projects and a feasibility model to allow them to do preliminary assessments of whether such projects will work in a local context

The distribution of outputs by theme during 2008/09 reflects an emphasis on CDS outputs because of the cross-cutting nature of this theme. The outputs for the sustainable, inclusive and well-governed cities themes are fairly well-balanced, but there were few outputs in the productive cities theme in this year. This is because many of the productive cities projects have evolved into cross-cutting projects that are best categorised in the CDS theme.

Table 4: Summary of outputs by theme to the end of the third quarter of 2008/09

	CDS	Productive	Inclusive	Well-governed	Sustainable	Other
No of learning events	13	1	7	6	8	2
No of video records of events	1	0	1	1	0	0
No of publications	3	0	3	3	5	1
Total number of outputs	17	1	11	10	13	3

ANALYSIS OF THE QUALITY OF OUTPUTS

The quality of outputs is measured through a sample survey of the views of participants at learning events, and by considering informal and anecdotal feedback received from partners and members.

During 2008/09, 230 people completed survey questionnaires with the following results. Forty-two (42) per cent of all responses by the respondents allocated the highest possible score (5/5) in response to six questions about content and logistics (rising from 35% at the end of the first quarter, and 41% at the end of the second quarter).

In general, most participants at the SACN learning events were very satisfied with the quality of all aspects of these events.

Figure 2: Results of quality surveys completed for SACN learning events during 2008/09

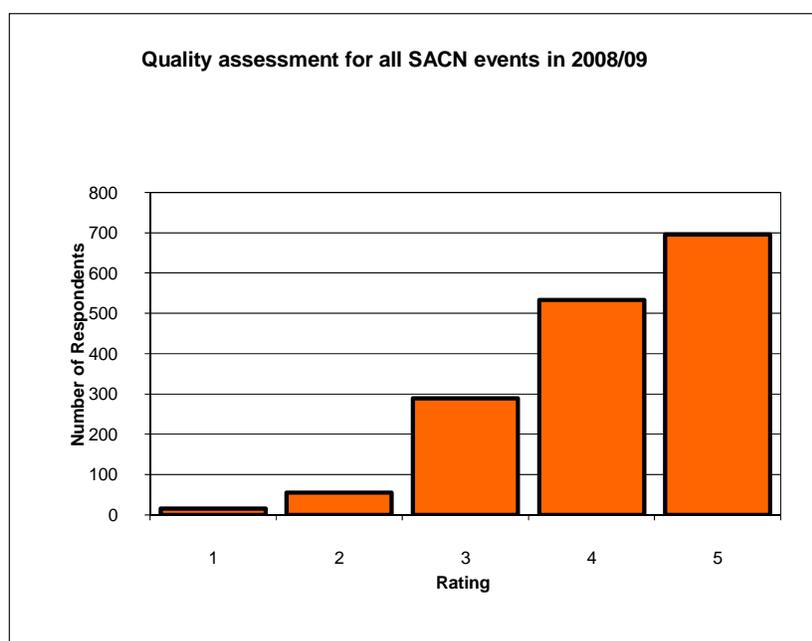


Table 5: Results of quality surveys completed for SACN learning events during 2008/09

Rating	1	2	3	4	5
Did you learn something new today?	1	7	42	120	118
Did the information you received inspire you to do something new or different in your work?	2	5	47	87	102
Will the information you received help you to do your job better?	2	12	50	106	119
Invitation quality score	3	12	34	55	128
Preparatory information quality score	2	7	56	76	111
Venue and catering quality score	6	13	60	89	118
Total	16	56	289	533	696

There were four new learning approaches tested by the SACN in 2008/09:

- The leadership study tour on renewable energy allowed a small group (of 15 people) of municipal leaders and senior decision-makers to travel to the UK, Germany and Denmark to see renewable energy solutions first-hand;
- The Well-governed cities seminar on municipal infrastructure investment planning provided a platform for intensive learning in a workshop environment with three facilitators guiding a group of 20 municipal officials through the application of a computer-based municipal infrastructure investment planning tool.
- The CDS expert knowledge-sharing workshop in Mangaung and the Well-governed expert knowledge-sharing workshop on credit enhancement in Msunduzi brought experts with a range of municipal competencies into working sessions with senior officials in these two

municipalities. This allowed for the strategic and applied exchange of ideas with a view to supporting the cities with specific and targeted learning interventions.

- For the first time, one of the SACN's reference groups (the Sustainable cities reference group on Waste-to-Energy) used teleconferencing for all of its meetings. These meetings proved to be very cost- and time-efficient, although the size of the group (less than 10 people), the technical nature of discussions (about biogas generation), and the common purpose of all reference group members (to reduce energy consumption and carbon emissions) made it particularly suitable for this meeting format.

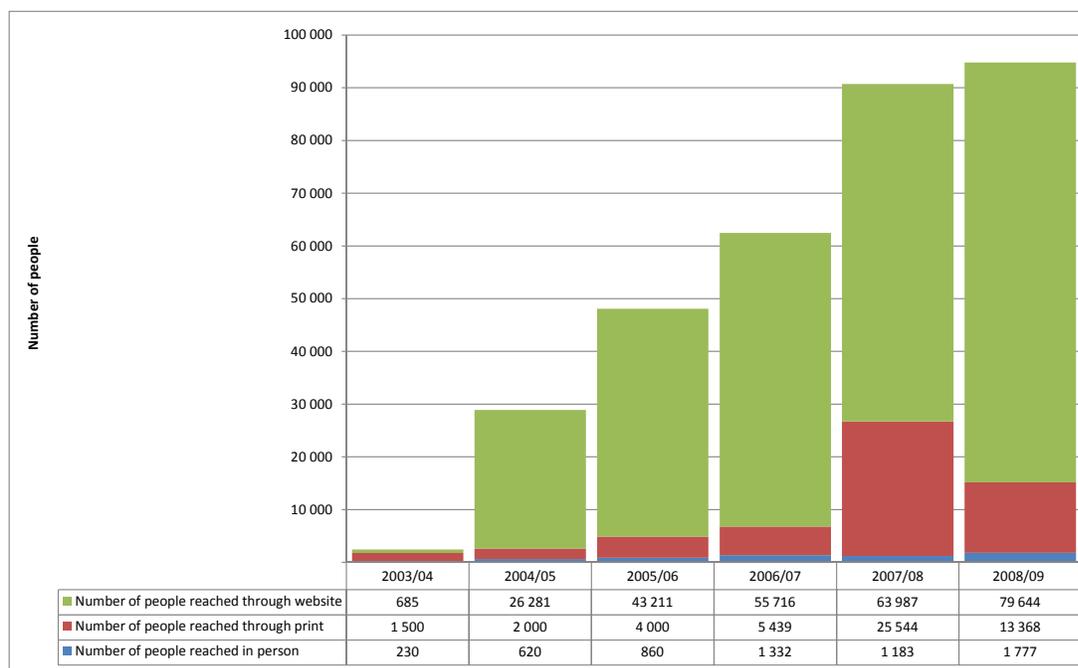
ANALYSIS OF OUTCOMES

SACN's performance outcomes can be measured in terms of the number of people reached, the profile of people reached, networking outcomes, expenditure results and the cost-effectiveness of the SACN operation.

Reach of knowledge dissemination strategies

SACN's knowledge dissemination reaches people in person, through publications and through the website. In total, 97 879 people were reached in 2008/09. This is only 4 per cent higher than the 90 714 people reached during 2007/08. In 2007/08 the reach was driven higher by an unusually high number of print copies of publications due to a single large print and distribution of the research findings of the Urban development incentives study as an insert into Delivery magazine (12 000 copies). Overall, the total reach achieved by the SACN has grown significantly every year.

Figure 3: The number of people reached by the SACN per year



The 37 learning events hosted by the SACN in 2008/09 account for 354 hours of learning; and can be extrapolated to 17 792 person hours of learning. By comparison, all of SACN's learning events in 2007/08 accounted for 198 hours of learning and 9 544 person hours.

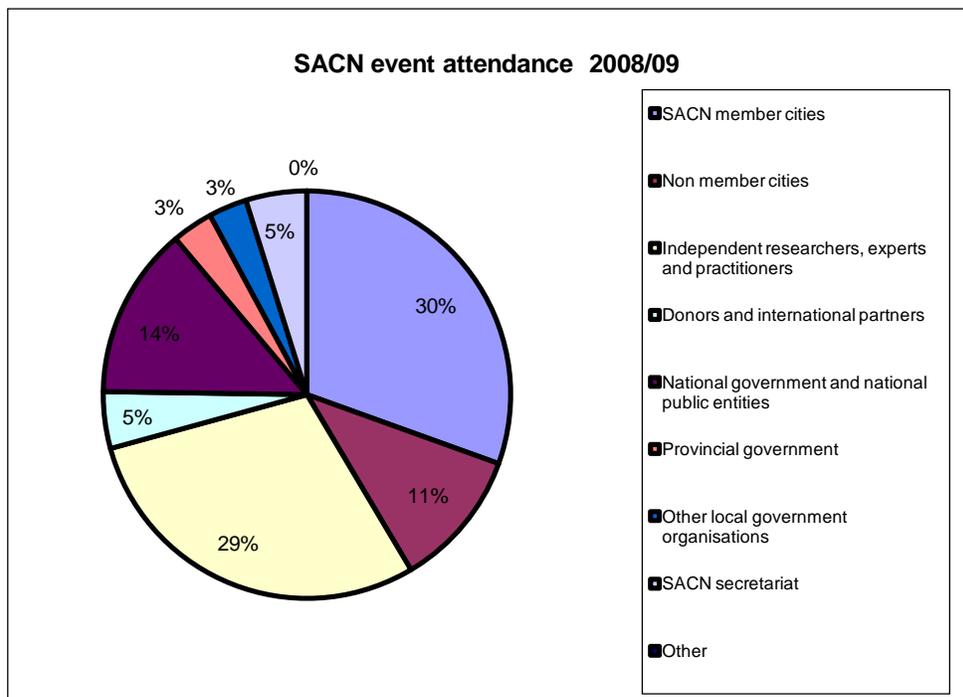
This dramatic growth is because the number of events, the average length of learning events and the average number of people attending each event have all gone up.

In anecdotal terms, only one of SACN's learning events had to be postponed due to insufficient attendance during 2008/09, compared to about 4 in 2007/08. The secretariat has found that most seminars now achieve attendance figures that exceed the targets set during event planning. For example, the Sustainable cities seminar on wind energy in January 2009 had 284 participants, making it one of the biggest events ever hosted by the SACN.

Profile of people reached through learning events

Most of the 1 777 participants at SACN learning events in 2008/09 come from the 9 member cities (31 per cent). This is followed closely by the group of independent researchers and analysts (29 per cent), largely due to the large number of private sector participants at the Wind Energy seminar in January 2009. National government and public entities have made up 14 per cent of participants. Participants from non-member cities make up 11 per cent of the learning event audience in the first three quarters of 2008/09, a small but steadily rising sector.

Figure 4: Breakdown of participants at SACN learning events in 2008/09



	Number	Per cent
SACN member cities	542	31
Non member cities	195	11
Independent researchers, experts and practitioners	520	29
Donors and international partners	80	5
National government and national public entities	242	14
Provincial government	58	3
Other local government organisations	54	3
SACN secretariat	86	5

Networking outcomes

Since 2007/08, the SACN secretariat has kept a record of all networking meetings. Networking meetings are defined as those ad hoc meetings with partners, members and other organizations that are intended to expand or enhance the network of contacts associated with the SACN in order to further the objectives of the organisation.

During 2008/09, the SACN secretariat was involved in 401 networking meetings. Of these, 84 were convened by the SACN. A total of 16 948 people (not counting the members of the secretariat) were reached through these meetings, and 2 330 working hours were dedicated to networking activities.

Table 6: Summary of the purpose of SACN networking meetings held during 2008/09

Name	Annual Total			
	Number of meetings	Number of hours	Number of people	%
Assistance: Members	21	105	82	5
Assistance: Partners	112	777	2749	28
Discovery	41	183	495	10
Guidance	82	576	1952	20
Organisational Development	67	270	831	17
Other Networking	78	419	10839	19
Total	401	2330	16948	

Of which SACN convened 84

As in 2007/08, the majority of the networking meetings (28 per cent) were for the purpose of providing assistance to partner organisations including DPLG, SALGA, UCLGA, ICLEI and other National government departments.

Expenditure results

In 2008/09 the SACN spent R17.2 million, or 118 per cent of the budget approved by the Board of Directors at the start of the financial year. This did not result in a budget deficit, but is due to the fact that the SACN received grant funding that was not anticipated (especially the R2 million received from the then Department of Provincial and Local Government towards the National Urban Development Framework project).

Cost-effectiveness of SACN operations

There are a number of ways to reflect on how cost-effective the SACN's operations are. The minimum requirement should be that each member city's subscription expenditure should provide value for money. To inform this assessment, SACN programmes spend is evaluated as a proportion of the overall budget; and the costs of SACN's learning approaches and costs per person are analysed.

If the SACN's budget is separated into programme spend (as a proxy for spending on knowledge outputs) and operational spend, then it is clear that the secretariat is on a positive trend towards greater efficiency. The percentage of expenditure on programmes (and thus outputs) rose from 42 per cent in 2004/05 to 66 per cent in 2007/08 to 71 per cent in 2008/09. The secretariat should aim to increase this ratio to 80 per cent over the medium term to achieve the internationally accepted target for similar programmes.

Table 7: Programme spending as a proportion of total budget

R Thousand	Outcome						
	Audited	Audited	Audited	Audited	Audited	Audited	Audited
	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
Expenses							
Operational costs (including salaries)	1 713	3 079	3 584	3 500	3 372	3 651	4 909
<i>Percentage</i>	<i>63</i>	<i>50</i>	<i>58</i>	<i>42</i>	<i>40</i>	<i>34</i>	<i>29</i>
Programme costs	1 023	3 131	2 617	4 910	4 985	7 176	12 288
<i>Percentage</i>	<i>37</i>	<i>50</i>	<i>42</i>	<i>58</i>	<i>60</i>	<i>66</i>	<i>71</i>
Total expenses	2 736	6 210	6 201	8 410	8 357	10 827	17 197

During 2008/09, reference group meetings have cost an average of R230 per person per event, and seminars have cost around R1 340 per person per event.

The renewable energy leadership study tour, was not included in these averages, as this learning approach cost over R80 000 per person for the 8-day tour.

Table 8: Average cost of learning event outputs during first three quarters of 2008/09

	Reference group meetings	Seminars and conferences	Total
SACN learning event expenditure	R145 965	R1 470 090	R1 616 055
Average spend per event	R8 586	R91 881	R46 173
Average spend per participant at learning events	R227	R1 339	R909

This is a significant reduction on the costs of learning events in 2007/08, when reference group meetings cost R800 per person per event, and seminars cost R2 000 per person per event. The cost savings are due to the increased number of people attending events, and to cost-saving strategies employed by the SACN secretariat.

By comparison, a two-day commercial conference currently costs approximately R12 000 per person, and an executive course or master-class offered by an academic institution is approximately R3 500 per day.

LEARNING AND POLICY IMPACTS

Policy impacts

The SACN achieved the following policy impacts during 2008/09:

- a) The Municipal demarcation board has recommended that the three non-metro member cities of the SA Cities Network should be reclassified as Metropolitan Municipalities with the associated devolution of functions that this implies. Much of the quantitative analysis used to support this recommendation by the Demarcation Board was drawn from the State of the Cities Report 2006.
- b) The Parliamentary Portfolio Committee on Transport invited the SACN to make an input during discussions about the National Land Transport Bill August and September 2008. This Bill deals with the intergovernmental arrangements for public transport functions and will have a significant impact on the autonomy of cities in dealing with public transport infrastructure and operations. On the basis of supplementary work flowing from the State of Municipal Finances Report 2007, the SACN made an evidence-based input that strengthened the case for clear devolution of public transport functions and funding. This input was well-received by the PPC and resulted in support for this approach in the legislation.
- c) In the February 2008 Budget, the Minister of Finance, Trevor Manuel, announced a 5-year extension in the Urban Development Zone tax incentive. This was a direct response to a submission SACN made to the National Treasury on behalf of member cities. In order to implement this extension, the SACN was requested to facilitate comments on the Tax Laws Amendment Act by member cities. Three submissions were forwarded to the National Treasury, and the Amendment Act was passed in September 2008.
- d) The evaluation report on EPWP outcomes in the cities that was commissioned by the SACN was submitted to the National Department of Public Works. This report served as an input for the design of the 2nd phase of the EPW programme. The 2nd phase of the EPW programme received significant additional allocations in the February 2009 Budget. The planning for this programme is informed by the analysis commissioned by the SACN for the EPWP reference group.
- e) The SACN has been invited to participate in meetings of the City Budget Forum, a new intergovernmental forum established to co-ordinate inputs to the budget process convened by National Treasury.

- f) The Renewable Energy Feed-in Tariff was announced by NERSA in March 2009. This is a positive response to the call for a feed-in tariff made at the SACN's Renewable Energy City Summit in Stellenbosch in May 2008. In July 2009, NERSA made a presentation that indicated that biogas generation will be included in the Renewable Energy Feed-in Tariff in future. We understand that this development was hastened by the launch of the SACN's Toolkit and feasibility model for Waste-to-energy through biogas.
- g) Enrique Penaloza, former Mayor of Bogota, Colombia, spoke at the SACN's seminar on sustainable public transport in August 2008. He shared his experience of having to manage resistance and protests against the introduction of the Bogota BRT system, a system that is now hailed as an international transit best practice. The lessons he shared with local public transport champions have been applied in implementing the Rea Vaya transit system as a pilot project in Johannesburg.
- h) The SACN was invited to participate in a series of consultations about the new human settlements strategy. These included the National Treasury's stakeholder consultations on the Human Settlements budget; the Department of Human Settlement's internal strategic planning session towards a new human settlement development programme; and the Presidency's informal consultations on measuring performance in human settlement development in May 2009. It remains to be seen whether these inputs result in real policy or institutional change, and we will follow developments and report on them.

Procurement impacts

In order to understand the impact of its procurement practices, the SACN has undertaken some analysis on all services contracted in by the SACN from 2002 to December 2008.

Table 9: Summary of contracts issued by the SACN since 2002/03

Year	Number of contracts	Value of contracts (ZAR)	Average value of contracts (ZAR)
2002/03	1	66 728	66 728
2003/04	18	1 816 053	100 892
2004/05	16	1 932 970	120 811
2005/06	19	3 689 158	194 166
2006/07	7	1 592 620	227 517
2007/08	17	6 102 447	358 967
2008/09 ²	19	5 026 739	264 565
	97	20 226 714	208 523

Overall, these contracts were for the purpose of generating knowledge, or disseminating it. By far, most of this spend was on knowledge production through research and by printing publications (87% of total contract value). Only 12% of contracts were for facilitation support.

Table 10: Summary of contracts by output category (2002/03 – 2008/09)

Type of contract	Number of contracts	Value of contracts (ZAR)	% of total value
Knowledge Production: Research	60	15 325 166	76%
Knowledge production: Publications	19	2 291 245	11%
Knowledge dissemination: Facilitation	17	2 433 685	12%
Other services	1	176 617	1%
	97	20 226 714	100%

All of these services are procured in terms of the SACN's procurement policy, which requires that any contract exceeding R50 000 must be procured through a competitive bidding process. The SACN has developed a scoring system to evaluate quotes received for any contract that includes price, quality and representivity criteria. The weighting for these scoring elements vary from contract to contract, but tend to be 40% for price, 40% for quality (including experience, qualifications and project proposal); and 20% for gender and population group representivity in the project team. Bid evaluations are scored by an objective panel of secretariat officers, and a selection report is compiled for each recommendation.

The CEO approves contracts, but those exceeding R250 000 must be endorsed by the Management Committee, and those exceeding R500 000 must be endorsed by the Board of Directors.

Most companies that win contracts to provide services to the SACN are small (employing less than 50 people). R11.7 million of SACN's spend since 2002 has therefore contributed to the profitability of the SMME sector in SA. Individual experts have won 22% of all contracts issued by the SACN; and large companies (employing more than 50 people) have won 20%.

² These are mid-year figures up to December 2008.

Table 11: Summary of contractors by firm size (2002/03 – 2008/09)

Type of contractor	Number of contracts	Value of contracts (ZAR)	% of total value
Individual experts	32	4 464 088	22%
Small companies	52	11 706 480	58%
Large companies	13	4 056 145	20%
	97	20 226 714	100%

Academic and science institutions account for 22% of all contracts (including UCT, HSRC and CSIR). The remaining 78% of contract spend is through private companies and individuals (R15.7 million since 2002/03). Black-owned companies have won 45%, and women-owned companies have won 34% of these contracts.

Table 12: Summary of contractors by ownership profile (2002/03 – 2008/09)

Type of contractor	Number of contracts	Value of contracts (ZAR)	% of total value
Academic and science institutions	16	4 474 418	22%
Private sector companies and individuals	81	15 752 396	78%
<i>Of which:</i>			
<i>Black-owned</i>	29	7 126 513	45%
<i>Women owned</i>	36	5 370 557	34%

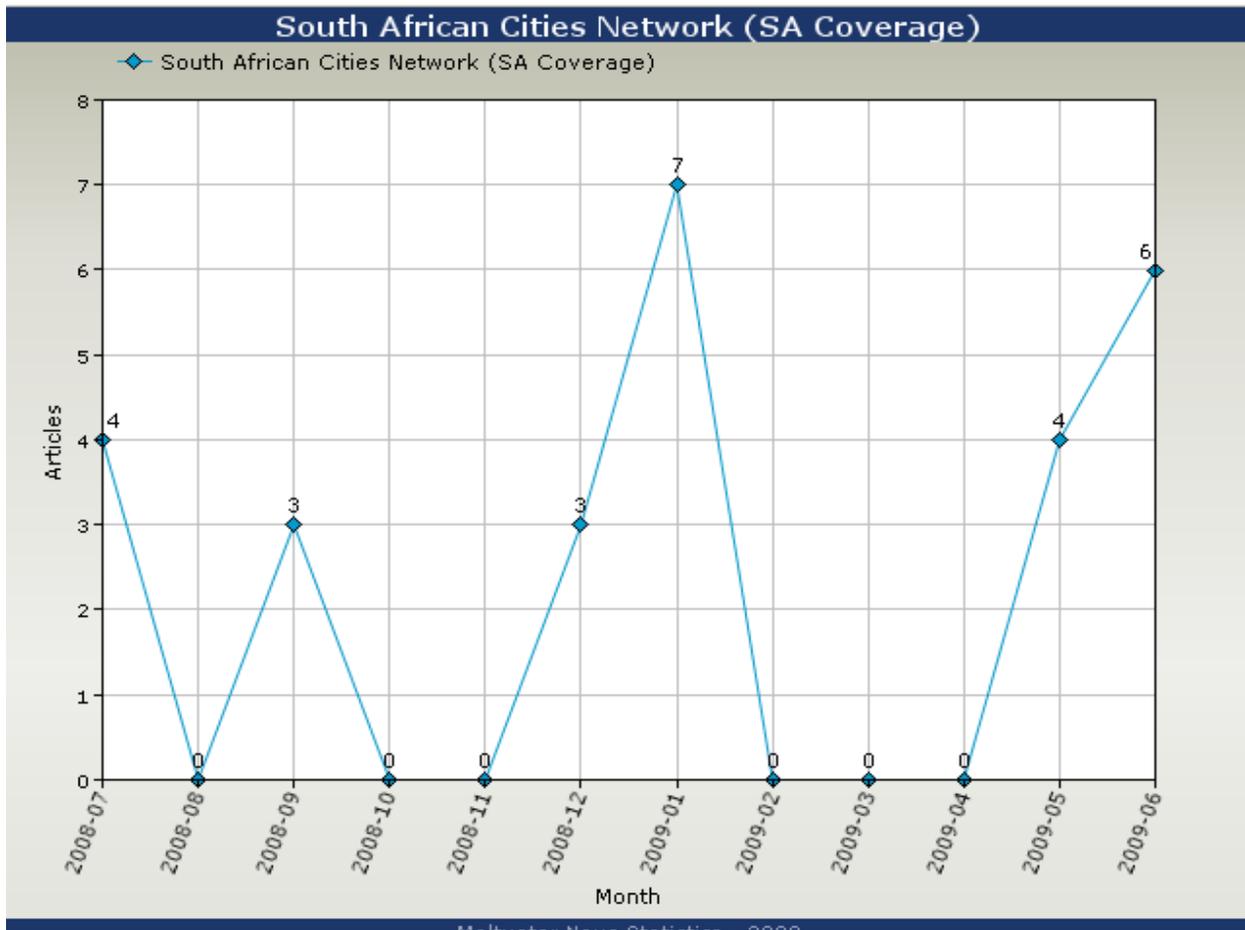
SACN in the media

During 2008/09 the SACN subscribed to an electronic newsclip service, Meltwater News. This service allows us to track all media (print and electronic, local and international) reports about municipalities in South Africa (and the SACN member cities in particular). We have introduced a scrolling link to these news stories on our website.

In addition, we have been able to analyse the number of media reports about the SACN in a comprehensive way for the first time. Previous analysis has been about specific projects (like the State of the Cities Report, or Wind energy) and has only been carried out for limited periods of time.

Overall, the SACN featured in 31 media reports during 2008/09. There were large variations in the number of stories per month, with 7 reports in January (mostly about wind energy), and no references in August, September and October in 2008 and February to April in 2009. The SACN will take steps during 2009/10 to smooth this curve and try to achieve at least two references in the media every month of the year.

Figure 5: The number of media reports referencing the SACN in 2008/09



Only one of the 31 stories was written in a negative tone, 8 were positive and 18 were neutral. By far, most of these references were in the SA media, only 3 stories were in international publications.

In order to benchmark this media coverage, we compared SACN media references to the media references achieved by the African Centre for Cities over the same time period. ACC had 8 references.

Engineering News published 5 of the stories about SACN, and the independent group of newspapers ran 2 stories (independent group stories are grouped under IOL, and the tracking system does not count individual publications within the group). The most interesting international reference was in www.anarkis.net.