



INTEGRATED
**ANNUAL
REPORT**
2024



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South African Cities Network (SACN)
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FOREWORD BY SACN COUNCIL CHAIRPERSON AND SACN BOARD CHAIRPERSON

The year 2023/2024 has been another significant chapter in our journey of contributing to more sustainable, inclusive and resilient cities. As we continue to implement our strategic business plan for 2021–2026, the South African Cities Network (SACN) remains a vital hub for knowledge generation, peer learning and advocacy within urban development. Our mission of empowering cities to overcome complex urban challenges is more relevant now than ever before.

In 2023/24, the SACN strengthened its role as a platform for convening diverse voices in urban governance and advocating for well-managed and equitable cities. Under the theme of "The Working City: Actions for growth and recovery with data as an enabler," the SACN's annual Urban Festival brought together key stakeholders to highlight innovations and share best practices from municipalities across the country. It was a celebration of how far our cities have come and a space to discuss the challenges that lie ahead.

This year, significant progress was made in various thematic areas, from improving urban governance and municipal finance to addressing pressing issues in crime, safety and energy management. Well-Governed Cities established a community of practice (CoP) on municipal finance, creating a space for urban stakeholders to share insights on current trends and challenges. The SACN's research outputs, such as the Urban Resilience Toolkit (see page 89) and the Practice Guide on Building Political and Administrative Capacity for Community Safety (see page 87), continue to drive evidence-based policymaking and operational improvements in cities.

We have also expanded our partnerships, both domestically and internationally, fostering greater cross-sector collaboration with the Department of Human Settlements, GIZ and Columbia University's City Diplomacy Lab, among others. During the year, the SACN facilitated training in city diplomacy and the just transition, enabling municipalities to access the tools and knowledge they need to navigate the complex landscape of sustainable development.



COUNCILLOR XOLA PAKATI
SACN COUNCIL CHAIRPERSON

“
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MS YOLISA KANI
SACN BOARD CHAIRPERSON

“**LAST BUT NOT
LEAST, WE
WELCOME OUR
NEW CEO, MS
NOSIPHO
HLATSHWAYO,
AND WE ARE
CONFIDENT
THAT SHE WILL
STEER THE
SACN FURTHER
ON ITS
MANDATE.**”

Looking forward, the SACN remains committed to its mission of creating more liveable and resilient urban environments. Through our research, partnerships and advocacy, we will continue to equip cities with the knowledge and tools they need to thrive in an ever-changing world.

On behalf of the SACN Council and Board, it is our pleasure to present the 2023/2024 Integrated Annual Report. The report captures the essence of our collective achievements over the past year and reflects our ongoing commitment to driving urban development across South Africa. We extend our deepest gratitude to all our partners, participating cities, Council and Board members, management team, staff and stakeholders for their invaluable contributions. Last but not least, we welcome our new CEO, Ms Nosipho Hlatshwayo, and we are confident that she will steer the SACN further on its mandate.

Thank you for your continued support as we work towards a better future for South Africa's cities.

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



The 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

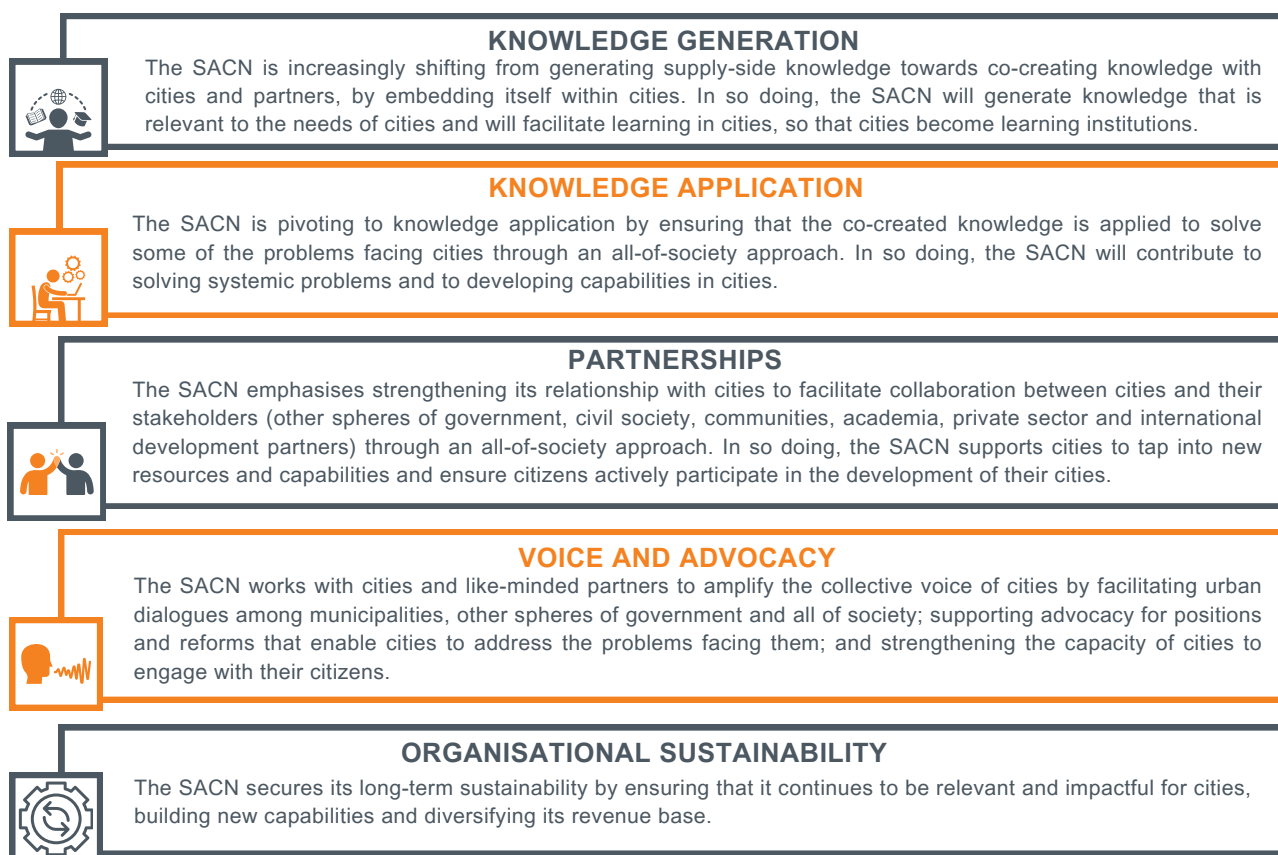


FIGURE 3 SACN's five-year Strategic Objectives



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.

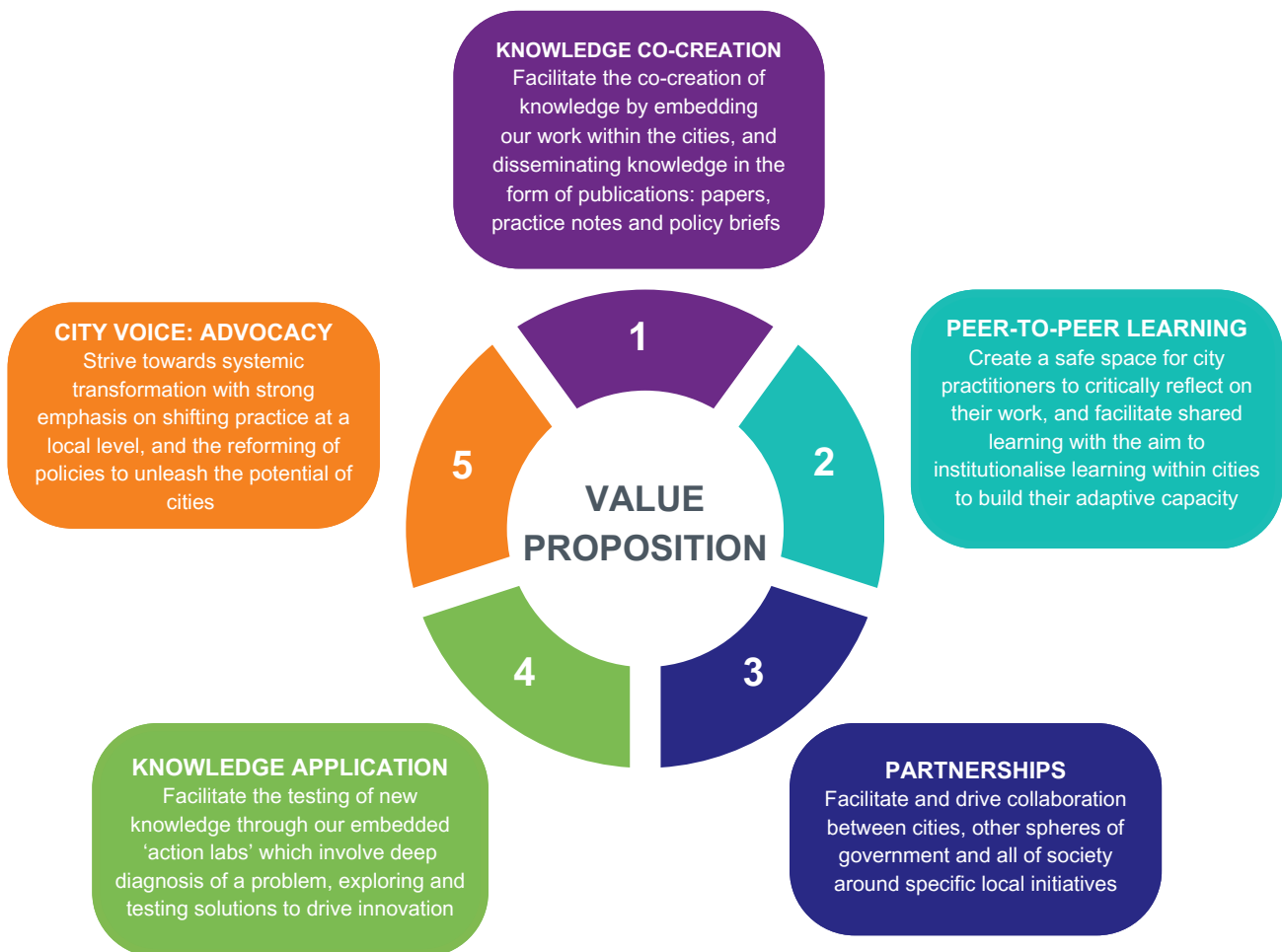
- To ensure financial sustainability by strengthening current funding sources and accessing a new source of funding.
- To develop and acquire the necessary capabilities.
- To ensure a well-governed Network by improving internal controls, compliance and risk management.

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

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- 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

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 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 Network’s strategic research agenda and related business activities. It is constituted in accordance with an approved Council Protocol Framework, which delineates its duties, powers and functions.

The Council meets on an annual basis, and its 2023/24 Annual General Meeting took place on 9 May 2024.

CORPORATE GOVERNANCE STATEMENT

The SACN Board of Directors is pleased to present its Corporate Governance Statement for 1 July 2023 to 30 June 2024. 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.

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 knowledge required to complement the Secretariat and ensure the SACN's long-term sustainability and success. 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 2023/24, 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 2023/24



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 implementing and reviewing organisational strategy, financial situation, 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:



Ms Nosipho Hlatshwayo
Chief Executive Officer*



Ms Yolisa Dambuza
Executive Manager: Finance and Corporate Support



Mr Luncedo Njezula
Executive Manager: Governance, Strategy and Partnerships

**Sithole Mbanga left in July 2023. Ashraf Adam was the Acting CEO from 1 July - 31 October 2023*

Attendance at Board and Board Committee meetings

During the year, 12 board meetings were held:

- Four ordinary quarterly meetings on 7 September 2023 (Q1), 14 December 2023 (Q2), 13 March 2024 (Q3) and 20 June 2024 (Q4).
- Four special meetings on 21 July 2023, 16 October 2023, 17 October 2023 and 18 October 2023: CEO appointment process.
- One special meeting on 21 December 2023: Approval of Annual Financial Statements (AFS).
- One special meeting on 6 May 2024: Review of AGM Pack.
- Two special meetings on 27 June 2024 and 15 July 2024: Approval of Final 2024/25 Budget and Business Plan.

TABLE 1 Attendance at Board meetings (2023/24)

Board Member	Designation	Meetings Attended
Yolisa Kani	Chairperson	12/12
Ashraf Adam	Non-Executive Director (resigned 3 November 2023)	2/12
Nontando Ngmalana	Non-Executive Director	11/12
Gary Paul	Non-Executive Director	11/12
Siobhain O'Mahony	Non-Executive Director	10/12
Yolisa Dambuza	Executive Director: Finance and Corporate Services	10/12

During 2023/24, one GSC meeting was held:

- One ordinary committee meeting on 23 August 2024 (Q1), which was a joint meeting with the HR & REMCO members.

TABLE 2 Attendance at GSC meetings (2023/24)

Committee Member	Designation	Meetings Attended
Ashraf Adam	Chairperson	0/1
Yolisa Kani	Member	1/1
Gary Paul	Member	5/5

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

- Four ordinary committee meetings on 23 August 2024 (Q1), 7 December 2023 (Q2), 27 February 2024 (Q3) and 4 June 2024 (Q4).
- Four special meetings on 6 July 2023, 19 July 2023, 26 July 2023 and 16 August 2023: Discussion on the CEO appointment.
- One special meeting on 1 July 2024: Discussion on the Business Plan approval.

TABLE 3 Attendance at HR & REMCO meetings (2023/24)

Committee Member	Designation	Meetings Attended
Nontando Ngamlana	Chairperson	8/9
Gary Paul	Member	9/9
Yolisa Dambuza	Member	5/9

Key Roles and Responsibilities

The roles of the Board Chairperson 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.

**Sithole Mbanga left in July 2023.*

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 25 August 2023 (Q1), 31 August 2023 (Q1 continuation), 29 November 2023 (Q2), 16 February 2024 (Q3) and 17 May 2024 (Q4).
- Two special meetings on 14 December 2023 and 21 December 2023: AFS approval.
- One special meeting on 11 July 2024: Approval of the 2024/2025 Budget and Business Plan

TABLE 4 Attendance at ARC meetings (2023/24)

Committee Member	Designation	Meetings Attended
Nokuthula Selamolela	Chairperson	8/8
Siphumelele Dlungwane	Member	8/8
Lesetja Monama	Member	8/8
Siobhain O'Mahony	Member	7/8

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 ongoing development of an 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 facing the SACN based on current trends and other internal and external factors. During 2023/24, 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 ten organisational risks

Risk Name	Inherent Risk		Inherent Risk Level	Residual Risk		Residual Risk Rating	June 2023 (PY)	Movement
	Probability	Impact		Probability	Impact			
Insufficient funding for SACN to carry out its mandate efficiently	5	5	25	4	5	20	20	➤
Loss of Participating Cities		5	20	4	5	20	16	⬆
Failure of organisational governance	4	5	20	3	4	12	12	➤
Failure to develop/implement appropriate policy and standards in relation to regulatory requirements (POP Act)	4	4	16	3	3	9	9	➤
Ineffective communication to key stakeholders, partners and the general public	4	4	16	4	4	16	16	➤
Non-adherence to the budget	5	5	25	4	5	20		New Risk
Integrity and security of IT Systems	3	3	9	2	2	16	4	⬆
Increased risk of infrastructure overload and breakdown	4	4	16	4	4	16	4	⬆
Loss of key staff	4	4	16	4	4	16	9	⬆
Sub-optimal absorption of SACN products by key stakeholders, partners and the general public	3	3	9	2	2	4	4	➤

Legend

Movement



Stable

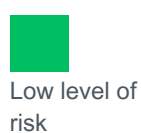
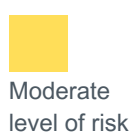


Increase



Decrease

Risk Rating



Internal Audit Function

The ARC approved the Internal Audit Plan for 2023/2024. 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 were addressed within reasonable timeframes, and all planned audits/projects for 2023/24 were completed.

Policies

In 2023/24, the SACN approved three policies (Table 6).

TABLE 6 SACN Approved Policies

POLICY		APPROVAL DATE
1	Conflict of Interests	Mar-24
2	Leave	Dec-23
3	Remuneration	Dec-23

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

In 2023/2024, a central focus for the SACN was the strengthening of relationships with cities, government entities and strategic partners. The SACN's stakeholder engagement strategy is aimed at both deepening existing partnerships and exploring new avenues for collaboration and funding.

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 also allow stakeholders to build relationships, establish partnerships, and foster a sense of shared responsibility for urban development.

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

Furthermore, SACN serves as a platform for advocacy and policy influence, actively engaging 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 2023/24, were aimed at:

- Elevating relationships with cities and strategic partners.
- Driving fundraising efforts to bridge the SACN's funding gap and ensure long-term sustainability.
- Consolidating (demand-driven) co-creation of solutions across thematic areas to embed the SACN's work within cities, improving the organisation's responsiveness and relevance for cities.
- Laying the foundation within the SACN, select cities and key strategic partners for a data-driven approach and data-led, evidence-based decision-making.

B



CEO'S REPORT

“ BY THE END OF JUNE 2024, THE SACN HAD MET 81% OF ITS TARGETS, REFLECTING A COMMITMENT TO EXCELLENCE IN URBAN DEVELOPMENT. EACH OF OUR BUSINESS UNITS – PROGRAMMES, GOVERNANCE, STRATEGY AND PARTNERSHIPS, AND FINANCE AND CORPORATE SERVICES – CONTRIBUTED TO THIS ACHIEVEMENT, WITH PROGRAMMES EXCELLING AT A 90% PERFORMANCE RATE. ”

The year 2023/2024 was a dynamic and transformative period for the SACN. We continued to align our efforts with the Integrated Urban Development Framework (IUDF), and this year emphasised co-creating knowledge with cities, facilitating experimentation within cities, strengthening partnerships and amplifying the collective voice of urban South Africa through advocacy.

A key highlight of the year was the successful Urban Festival, under the theme of “The Working City: Actions for growth and recovery with data as an enabler”. The event provided a platform for cities to share best practices, innovations and lessons learned, further cementing SACN’s role as a convener of urban dialogue and an enabler of peer learning.

PROGRESS AGAINST STRATEGIC OBJECTIVES

In 2023, significant efforts were made to ensure that we met our strategic objectives. By the end of June 2024, the SACN had met 81% of its targets, reflecting a commitment to excellence in urban development. Each of our business units – Programmes, Governance, Strategy and Partnerships, and Finance and Corporate Services – contributed to this achievement, with Programmes excelling at a 90% performance rate.

The SACN’s knowledge co-creation process with cities has matured significantly. We continued to produce valuable research aimed at guiding cities in addressing complex urban challenges, including the State of Crime and Safety in South African Cities Report 2023 and the Just Urban Transition Governance Report.

Substantial progress was made in embedding sustainability across our cities. For instance, the Urban Energy Network facilitated learning events that helped municipalities adopt Municipal Energy Management Systems (MEMS), driving energy efficiency within local government infrastructure.

The Programmes Unit’s five thematic areas, Well-Governed Cities, Productive Cities, Inclusive Cities, Sustainable & Resilient Cities and Innovative Cities, successfully hosted 29 learning engagements, launched flagship publications (such as the State of City Finances Report), and initiated pivotal dialogues around key urban challenges. These efforts directly contribute to improving the governance, safety and productivity of cities across South Africa.

Partnerships remain at the centre of the SACN's impact. This year, we reached new collaboration agreements with the Council for the Built Environment (CBE) and the Department of Rural Development and Land Affairs aimed at advancing sustainable urban growth and human settlements development. We also expanded our domestic and international partnerships, collaborating with the Department of Cooperative Governance, SALGA and the GIZ Inclusive Violence and Crime Prevention Programme. These collaborations are essential for amplifying the collective voice of cities and ensuring that urban policy reform is both evidence-based and impactful.

The SACN also made progress in innovations through various initiatives, including the State of Cities Report (SoCR) Mid-Term Barometer, which tracks city performance indicators over time. This tool is part of our broader effort to leverage urban data for smarter, more resilient cities.

FINANCIAL OVERVIEW

Despite our strong performance, challenges remain, with financial sustainability continuing to be a pressing issue for the organisation (as is the case for many non-profit organisations). Achieving a balance between maintaining our core mission and exploring innovative ways to generate revenue is ongoing. Nevertheless, the SACN has proven resilient, adapting to changes in the operational environment.

In 2023/2024, the SACN's total expenditure amounted to R33 million, which was used to execute our Annual Performance Plan (APP).

The SACN continued to seek new funding sources to maintain and grow the organisation, through implementing a multi-faceted fundraising strategy, which includes securing new partnerships and diversifying funding streams. This year's fundraising efforts were strengthened through initiatives to retain existing partnerships and establish new ones. Collaborations with organisations, such as the South African Institute of Chartered Accountants (SAICA) and GIZ, reflect our approach to building enduring relationships that contribute to both the SACN's sustainability and urban resilience. Looking ahead, the SACN will continue to deepen these collaborations while exploring innovative funding models, such as project-specific donor partnerships. In addition, we have developed a client information pack for marketing the SACN's work to new stakeholders and for supporting existing partnerships.



THE SACN CONTINUED TO CONTINUE TO SEEK NEW FUNDING SOURCES TO MAINTAIN AND GROW THE ORGANISATION THROUGH IMPLEMENTING A MULTI-FACETED FUNDRAISING STRATEGY, WHICH INCLUDES SECURING NEW PARTNERSHIPS AND DIVERSIFYING FUNDING STREAMS.



“ THE SACN ENGAGED WITH VARIOUS CITIES TO DRIVE KNOWLEDGE-SHARING, CAPACITY-BUILDING AND URBAN DEVELOPMENT. THESE ENGAGEMENTS, WHICH ARE ALIGNED WITH SACN’S STRATEGIC OBJECTIVES, FOCUSED ON ADDRESSING CRITICAL URBAN CHALLENGES, COLLABORATION AND PILOTING INNOVATIVE SOLUTIONS. ”

This will enhance SACN’s advisory services and offerings, which are customised to the needs of cities and potential funding partners.

CITY-SPECIFIC ENGAGEMENTS

Throughout the year, the SACN engaged with various cities to drive knowledge-sharing, capacity-building and urban development. These engagements, which are aligned with SACN’s strategic objectives, focused on addressing critical urban challenges, collaboration and piloting innovative solutions.

Buffalo City, Ekurhuleni and Tshwane

In partnership with GIZ and through the Urban Safety Reference Group (USRG), the SACN worked with Buffalo City, Ekurhuleni and Tshwane to develop the Practice Guide on Building Political and Administrative Capacity to Respond Collaboratively to Community Safety in South African Cities. This guide provides a roadmap for improving municipal safety practices, with the aim of disseminating it through local government structures, including Mayoral Committees (Mayco), to drive awareness and implementation.

Nelson Mandela Bay

On 25–26 July 2023, the SACN provided media training for the Mayoral Committee and Senior Executive Leadership of Nelson Mandela Bay. The training focused on effective media engagement, offering practical tools on handling media relations across print, electronic and social platforms. Participants included the Executive Mayor and Council Speaker, received a handbook outlining best practices for stakeholder engagement and media interaction.

Johannesburg

The SACN facilitated several strategic engagements with the City of Johannesburg, including a Mayoral Iekgotla for senior city leadership. This engagement aimed to enhance decision-making processes and foster collaboration across city governance structures. In addition, the SACN hosted two stakeholder workshops to discuss the proposed Off-Grid Water Supply Solutions Policy, addressing key issues such as balancing revenue with water security, sustainability, regulatory frameworks and partnerships with the private sector.

The SACN also piloted the Problem-Driven Iterative Adaptation (PDIA) approach, developed by Harvard University’s Kennedy School of Government in Johannesburg.

This initiative helped city teams address complex urban challenges by developing and testing context-specific solutions over several months. The PDIA pilot focused on improving the city's ability to create actionable policies and solve intractable governance problems.

Ekurhuleni

The City of Ekurhuleni embarked on a pioneering initiative to transition toward a carbon-neutral and inclusive economy. With the SACN's support, the city is exploring the establishment of a Local Just Transition Commission, informed by the SACN's comprehensive study of key service delivery sectors, such as transportation, energy and water. This initiative, supported by stakeholder dialogues, offers a valuable roadmap for other cities seeking to implement similar sustainability-focused policies.

ADVOCACY INITIATIVES

The SACN played a key role in advocacy efforts focused on climate change policy coherence. Through an Advocacy Brief, SACN emphasised the need for stronger alignment between national climate policies and local action plans, advocating for collaborative approaches that empower municipalities to implement effective climate action.

SACN also launched the Governance, Oversight & Learning Network (GOAL N) project, aimed at connecting municipal oversight bodies across metros to promote best practices in governance. The first GOAL N forum, which engaged practitioners from Ekurhuleni, Johannesburg and Tshwane, focused on challenges related to unauthorised, irregular, fruitless and wasteful expenditure.

COMMUNICATION AND ENGAGEMENT

In the 2023/2024 financial year, the SACN continued to broaden its reach and amplify the collective voice of cities through various communication platforms (Table 7). Over the past three years, communication efforts have reflected both challenges and areas of growth, with a decrease in radio and TV engagements, as well as articles published in print and online. Between 2021/22 and 2023/24, radio interviews declined from 27 to just two, TV interviews dropped from 18 to four, while the number of articles published decreased from 30 to 20. However, the SACN maintained a steadier presence in thought leadership, maintaining five op-eds in the last two years.



THE SACN'S SOCIAL MEDIA PRESENCE GREW STEADILY, PARTICULARLY ON LINKEDIN, WHERE FOLLOWERS INCREASED FROM 3734 TO 6536 AND ENGAGEMENTS INCREASED TO 11 204.



In contrast, between 2021/22 and 2023/24, the SACN's social media presence grew steadily, particularly on LinkedIn, where followers increased from 3734 to 6536 and engagements increased to 11 204. During the same period, engagements on X (formerly Twitter) may have dropped from 3779 to 617, but impressions reached 46 675 in 2023/24. Similarly, YouTube experienced growth, with followers rising to 391 and reach to 97 100. Despite a slight dip in website visitors, from 24 820 to 22 969, the SACN's ability to reach a diverse audience through multiple channels remains robust, reflecting ongoing efforts to engage the public on urban development issues.

TABLE 7 Communications Outputs (2021/22, 2022/23 and 2023/24)

	2021/22	2022/23	2023/24
BROADCAST			
Radio Interviews	27	13	2
TV Interviews	18	8	4
PRINT AND ONLINE			
Articles	30	39	20
Op-eds/Thought Pieces	21	5	5
FACEBOOK			
Followers	5 335	5 385	5 449
Engagement Rate	2 635	2 133	725
Post Reach	370 347 (335 907 paid)	31 447	13 775
*Page Views	24 400	*	*
*Actions on page	24 400 (21 200 paid)	8	*
X (Formerly Twitter)			
Followers	8 487	8 799	8 865
*Number of profile visits	42 900	*	*
Number of tweets posted	240	296	156
Engagements	3 779	2 146	617
Impressions	285 000	119 200	46 675
LINKEDIN			
Followers	3 734	4 868	6 536
Reach	126 027	192 397	209 818
Engagement	1 900	3 490	11 204
YOUTUBE			
Followers	227	303	391
Reach	69 457	116 156	97 100
Engagement	360	545	503
WEBSITE			
Visitors	22 662	24 820	22 969
New Visitors	19 248	20 200	18 445
*Bounce Rate	3.75%	*	*
Return Visitors	3 414	4 620	4 525
Sessions	29 746	29 716	26 995

*Facebook, X (formerly Twitter), and Google Analytics no longer provide insights on these metrics.

4



ORGANISATIONAL PERFORMANCE



“ THE YEAR'S THEME WAS **CONSOLIDATION**, EMPHASISING THE DEEPENING OF RELATIONSHIPS WITH CITIES, KEY STAKEHOLDERS AND STRATEGIC PARTNERS. ”

In 2023/2024, the SACN continued its progress within the five-year strategic business cycle (2021–26). The year's theme was consolidation, emphasising the deepening of relationships with cities, key stakeholders and strategic partners. The SACN's approach remained focused on co-creating knowledge and collaboration and ensuring that initiatives were aligned with the needs of South African cities. The year also saw the organisation's continued efforts to embed practical, impactful solutions within cities through both local and international partnerships.

STRATEGIC OBJECTIVES AND KEY ACHIEVEMENTS

SACN's work is organised around five key thematic areas: Well-Governed Cities, Productive Cities, Inclusive Cities, Sustainable & Resilient Cities and Innovative Cities. Reference groups, forums and flagship projects support each thematic area. These have significantly contributed to urban development across South Africa.

Well-Governed Cities

SACN maintained its commitment to improving urban governance through a number of initiatives. This year, a major focus was the Problem-Driven Iterative Adaptation (PDIA) pilot in the City of Johannesburg, which fostered collaboration across departments to improve governance and service delivery in challenging urban environments. The Well-Governed Cities Programme also led key engagements with the National Treasury and the Department of Human Settlements, facilitating important dialogues on fiscal sustainability and spatial transformation.

Productive Cities

The Productive Cities Programme emphasised entrepreneurship and the inclusion of small, medium, and micro-enterprises (SMMEs) in the urban economy. This year, a key achievement was the publication of the SMME Inclusion in Construction report, which provides insights into how cities can better integrate SMMEs into the construction sector. The SACN also facilitated learning exchanges and workshops focused on understanding labour market dynamics and addressing barriers to entry for small businesses across South Africa.

The Expanded Public Works Programme Reference Group (EPWP RG) continued to serve as a platform for city officials to share best practices and explore how public employment programmes can improve employability and reduce unemployment across cities.

Inclusive Cities

The SACN remained at the forefront of addressing urban safety and inclusion through the Urban Safety Reference Group (USRG). In collaboration with partners GIZ and Global Affairs Canada, the USRG led the Gender-Based Violence (GBV) Innovation Competition, which aimed to prevent GBV in urban spaces through youth-led initiatives. This USRG also focused on developing evidence-based practices to enhance public safety and gender inclusion, releasing key reports such as the State of Crime and Safety in South African Cities and policy briefs on the application of safety audits.

The SACN also hosted workshops on inclusive city planning and facilitated the second season of the Good Hood Stories, which highlights creative urban solutions from local communities. These stories demonstrate the resilience and innovation found in urban gardens, township cycling projects and other community-driven efforts.

In addition, the Built Environment Integration Task Team (BEITT) continued its work to enhance governance in city planning, with quarterly meetings focusing on gender-responsive urban planning and spatial transformation.

Sustainable & Resilient Cities

Addressing climate and environmental resilience remained a top priority for SACN through the Sustainable & Resilient Cities and the Urban Energy Network (UEN). The UEN convened workshops focused on electric vehicle (EV) transitions and municipal energy management, positioning local governments to lead on climate resilience.

Furthermore, in collaboration with C40 Cities, the SACN explored the economic impact of the Just Energy Transition in the City of Ekurhuleni. Key findings on climate adaptation and its impact on urban resilience were presented at workshops throughout the year.

In partnership with GIZ, SALGA and USAID, the SACN's Water Resilient Cities Reference Group convened learning events on water security and the sustainable management of urban water systems. It played a pivotal role in peer-to-peer knowledge exchanges that focused on accelerating access to water and sanitation services in South African cities.

Innovative Cities

The SACN continued to drive innovation across urban sectors through its Innovative Cities Programme, which aims to leverage data and technology to inform city planning. In 2023/24, the key project was the development of the Mid-Term Barometer, a data-driven tool that supports cities in tracking their progress on key performance indicators related to governance, productivity and sustainability.

In collaboration with the Cities Support Programme (CSP) and World Resources Institute (WRI), the SACN also facilitated workshops and webinars on data visualisation and infographics, helping city officials to better communicate key urban insights. These sessions were designed to empower cities to make evidence-based decisions that improve service delivery and governance.

Strategic Collaborations and Reference Groups

Collaboration and knowledge exchange were central to SACN's success in 2023/2024. The International Relations Forum (IR Forum) continued to serve as a platform for city practitioners involved in international relations to share experiences and integrate city diplomacy into their strategic plans. In partnership with the City Diplomacy Lab at Columbia University, the SACN organised training sessions aimed at helping cities leverage international networks to advance local development goals.

The City Communicators' Reference Group played an essential role in facilitating dialogue between cities and their communities. This year, it held action labs on crisis communication and reputation management, offering practical tools for city communicators to enhance public engagement.

Fundraising and Financial Performance

In 2023/24, financial challenges prompted the SACN to adopt a more proactive fundraising approach. The organisation successfully secured new funding through partnerships with the Ford Foundation and Coca-Cola Beverages, helping to offset the shortfall in revenue from cities. In addition, the SACN Fundraising and Stakeholder Relations Office played a critical role in developing proposals and securing new project funding from GIZ and C40 Cities.

The SACN also worked closely with SALGA and COGTA to refine its operating and funding model, which included the proposal of a funding structure to ensure long-term financial sustainability. This funding model is currently under review, and discussions with key stakeholders are ongoing.

Challenges and lessons learned.

Despite the successes achieved, SACN faced challenges related to funding shortfalls and the changing financial landscape of South African municipalities. The loss of contributions from key cities necessitated the revision of SACN's budget and the implementation of in-house operational strategies to reduce costs. These adjustments have not only helped SACN navigate financial pressures but also reinforced its commitment to delivering high-impact, cost-effective solutions.



“ THE YEAR'S THEME WAS **CONSOLIDATION**, EMPHASISING THE DEEPENING OF RELATIONSHIPS WITH CITIES, KEY STAKEHOLDERS AND STRATEGIC PARTNERS. ”

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	Facilitate workshops for CoJ PDIA teams	Number of CDPL solutions developed by CoJ	Not Achieved	The reason for non-achievement is that the contract with the service was delayed that were not within the service provider's control (COJ pilot team members committing enough time to complete the CDPL method and process). The closeout report and funding proposal was completed and presented to EXCO in August 2024 (i.e. Q1 2024/25).
	Organise training-of-trainers seminars for SACN staff	Number of training-of-trainers seminars convened		
	Develop funding partnership for PDIA			

WELL-GOVERNED CITIES		SUB-PROGRAMME: URBAN GOVERNANCE		
Project Title	What SACN will do in 2023/24	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	<ul style="list-style-type: none"> Number of CoP engagements 	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, SALGA and COGTA understanding the need for alternative revenue sources for cities. The focus is on further investigating the funding gap, especially the unfunded mandates, advocating for National Treasury approval of new revenue (e.g. tourism levy and local business tax) and city revenue, energy diversity and financing sub-national climate change finance.

WELL-GOVERNED CITIES		SUB-PROGRAMME: MUNICIPAL FINANCE		
Project Title	What SACN will do in 2023/24	Outcome (How performance will be measured)	Achieved/Not Achieved	Comments (Challenges and explanation of variance)
LG Fiscal Framework Paper on linkages between the macroeconomy, city economies, and sustainable municipal finances	Paper on linkages between the macroeconomy, city economies and municipal finances	Number of advocacy papers developed emanating from the State of Cities Finance (SoCF) Report recommendations	Not Achieved	The final paper was tabled at Exco in Q1 of 2024/25



Productive Cities

The programme aims to ensure urban economies are inclusive, resilient and sustainable through supporting cities to respond to shocks, create an enabling environment, invest in the development of 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 **Rethinking Urban Economies** sub-programme aims to contribute to improving the diversification and inclusiveness of city economies, as well as to help cities 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 economic diversification, investment promotions and real estate and infrastructure (re)development.

PRODUCTIVE CITIES		SUB-PROGRAMME: RETHINKING URBAN ECONOMIES		
Project Title	What SACN will do in 2023/24	Outcome (How performance will be measured)	Achieved/Not Achieved	Comments (Challenges and explanation of variance)
Embedding Urban Resilience Strategies	Two study tours to selected cities.	Two study tours focused on building and embedding resilience undertaken in selected cities.	Achieved	

The **Job Creation and Skills Development** sub-programme aims to increase youth involvement, employment and productivity, while lobbying for quality work opportunities to be available for all skill levels, and labour to be provided with the opportunity to be equipped with appropriate skills. This is to be done through providing input to improve policy and regulations, thereby creating an enabling environment, and highlighting available training opportunities relevant to sectoral demands. Cities are empowered to invest in the development of their residents' human capital with a focus on reskilling for jobs of the future. The focus is also on public employment programmes, job readiness, exit strategies, jobs of the future, 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 2023/24	Outcome (How performance will be measured)	Achieved/Not Achieved	Comments (Challenges and explanation of variance)
Public Employment Programmes (PEPs) – Labour Market Analysis	Labour market analysis focused on the just transition and contribution of PEPs on the labour market for the City of Cape Town and uMhlathuze Local Municipality	Completed labour market reports for two cities	Achieved	

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

PRODUCTIVE CITIES		SUB-PROGRAMME: TOWNSHIP ECONOMIES		
Project Title	What SACN will do in 2023/24	Outcome (How performance will be measured)	Achieved/Not Achieved	Comments (Challenges and explanation of variance)
Demystifying Informal Economies	Concise report on enabling a better understanding of informal economies	Completed informal economies report	Achieved	



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 cities that are more compact 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 2023/24	Outcome (How performance will be measured)	Achieved/Not Achieved	Comments (Challenges and explanation of variance)
Guideline on Engaging with Business Forums for improved social and economic outcomes	Guideline on engaging with Business Forums for improved social and economic outcomes	Number of guideline publications	Achieved	
Understanding Vandalism of Municipal Assets: Towards rethinking community-owned assets	Research report on understanding vandalism of municipal assets in South African cities	Number of guideline publications	Achieved	

The **Urban Safety** sub-programme aims to have cities that are safer, with a particular emphasis on public spaces and the safety of the poor, 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 role, 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 2023/24	Outcome (How performance will be measured)	Achieved/Not Achieved	Comments (Challenges and explanation of variance)
State of Crime and Urban Safety dashboard	Urban safety spatialised dashboard	Number of dashboards developed on SCODA	Achieved	



Sustainable & Resilient Cities

The programme focuses on the contribution that the SACN can make towards the just transition, using its strategic pillars to assist and support cities in the development of 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.

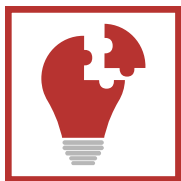
The **Climate Change Adaptation** sub-programme's broader focus is on nature-based solutions (NBS) and the just energy transition through advocating for institutional and system changes for embedding sustainability practices, guidance on diversifying energy production, and ensuring equitable access and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

SUSTAINABLE & RESILIENT CITIES		SUB-PROGRAMME: CLIMATE CHANGE ADAPTATION		
Project Title	What SACN will do in 2023/24	Outcome (How performance will be measured)	Achieved/Not Achieved	Comments (Challenges and explanation of variance)
Advocacy Brief for Translating Policy to Practice	An advocacy brief for institutional coherence and alignment aimed at translating sustainable development policy into practice in cities	Advocacy brief on climate change policy developed	Achieved	

The **Resource Efficiency** sub-programme's broader focus is on water resilience and waste management through co-developing water resilience strategies and providing guidance on 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 & RESILIENT CITIES		SUB-PROGRAMME: RESOURCE EFFICIENCY		
Project Title	What SACN will do in 2023/24	Outcome (How performance will be measured)	Achieved/Not Achieved	Comments (Challenges and explanation of variance)
Conceptualisation of the State of Water in Cities Report 2024	A State of Water in Cities Report 2024	Conceptualise the State of Water in Cities Report 2024 and develop a funding proposal.	Achieved	

SUSTAINABLE AND RESILIENT CITIES		SUB-PROGRAMME: RESOURCE EFFICIENCY		
Project Title	What SACN will do in 2023/24	Outcome (How performance will be measured)	Achieved/Not Achieved	Comments (Challenges and explanation of variance)
City-to-City Knowledge Exchange Programme	A city-to-city knowledge exchange programme	Number of engagements/exchanges that take place between cities x2	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 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 Reporting (SoCR) and supporting the CEO to drive SACN's Pan-African agenda and international networking initiatives. This 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, the SoCR and the IUDF.

INNOVATIVE CITIES		SUB-PROGRAMME: CDS		
Project Title	What SACN will do in 2023/24	Outcome (How performance will be measured)	Achieved/Not Achieved	Comments (Challenges and explanation of variance)
SACN Pan African Agenda	A defined SACN Pan African agenda and approach	EXCO Approved SACN Pan African agenda approach	Indicator Cancelled	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 to track the performance of cities over time via SCODA and help 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 2023/24	Outcome (How performance will be measured)	Achieved/Not Achieved	Comments (Challenges and explanation of variance)
Data Strategy Implementation Plan & Pilot	1x pilot of a data strategy project and implementation plan	1x developed and piloted data strategy project	Achieved	

The **Monitoring and Reporting** (SoCR) sub-programme provides a perspective on the performance, conditions and issues in cities through the SoCR. This is to monitor and report on performance and improve accountability. This should improve policies, planning and decision-making and enhance capability of city practitioners and urban actors. The aim is for the knowledge produced through SoCR to be applied and disseminated effectively.

INNOVATIVE CITIES		SUB-PROGRAMME: MONITORING AND REPORTING		
Project Title	What SACN will do in 2023/24	Outcome (How performance will be measured)	Achieved/Not Achieved	Comments (Challenges and explanation of variance)
SoCR Mid-Term Barometer	A live SoCR Mid-Term Barometer platform	A live SoCR Mid-Term Barometer platform, a set of indicators that measure the performance of participating cities for the period of July 2021–December 2023	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 sub-components: governance, strategy and reporting, stakeholder relations and fundraising, communications and marketing, and policy research and advocacy that support 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 2023/24	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	<ul style="list-style-type: none"> 1 Council AGM. Minutes of meetings. 	Achieved	
	Ensure a well-functioning and active Board that provides effective oversight and strategic guidance to the organisation	<ul style="list-style-type: none"> 4 Board meetings. Minutes of meetings. 12 Board committee meetings. Minutes of meetings. 	Achieved	
	Ensure a well-managed and fully accountable Secretariat with effective internal controls, continued compliance, financial and risk management	<p>Approved Risk Register</p> <p>Conduct risk committee engagements and have minutes of engagements.</p>	Achieved	

Project Title	What SACN will do in 2023/24	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. 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.	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.	2x Secretariat strategy evaluation workshops with notes from the workshop	Not Achieved	There was no budget for the secretariat workshop to be held in Quarter 2 and the mid-term APP was not updated to revise the targets in respect of this indicator.
		2x 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 opportunities for funding 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 2023/24	Outcome (How performance will be measured)	Achieved/ Not Achieved	Comments (Challenges and explanation of variance)
Strengthening Relations with Participating Cities	Ongoing and improved reporting to cities	<ul style="list-style-type: none"> Reports and engagements with cities 	Not Achieved	Information for city reports is only collated at the end of June, once the year's deliverables have been completed. Reports are then compiled and shared with cities between July and August. At the time of compiling the Q4 company report at the end of June, the city reports were still being compiled.
Partner Retention and Establishment of New Strategic Partnerships	Annual Stakeholder Engagement Plan targeted at current and prospective partners for implementation and potential funding of research and programmes	<ul style="list-style-type: none"> Stakeholder map (hit list linked to sub-programmes) Annual Engagement Plan 	Achieved	
Packaged Service Offerings for Marketing Purposes (to support city and advisory interventions)	Client information pack to market our offerings to cities and prospective partners	<ul style="list-style-type: none"> Client information pack that outlines our advisory and city offerings Company profile (impact-focused) 	Achieved	

GOVERNANCE, STRATEGY AND PARTNERSHIPS SUB-COMPONENT: STAKEHOLDER RELATIONS AND FUNDRAISING

Project Title	What SACN will do in 2023/24	Outcome (How performance will be measured)	Achieved/ Not Achieved	Comments (Challenges and explanation of variance)
Intensify Donor Prospecting and Engagements for organisational sustainability.	Intensified donor prospecting and enhancement of the current donor database (aligned to sub-programmes)	Submit a minimum of two funding applications	Not Achieved	This target was met in Q2 and Q3, with 9 funding applications submitted during the two quarters. In Q4, there were no funding applications submitted which resulted in the Q4 report inaccurately capturing this target as not achieved despite it being met in Q2 and Q3.
	Focused approach to ramp up fundraising efforts through targeted engagements with prospective donors	8 new Memorandums of Agreement (MoAs) disseminated to all participating cities and feedback from engagements.	Achieved	



Communications and Marketing

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

GOVERNANCE, STRATEGY AND PARTNERSHIPS		SUB-COMPONENT: COMMUNICATIONS AND MARKETING		
Project Title	What SACN will do in 2023/23	Outcome (How performance will be measured)	Achieved/ Not Achieved	Comments (Challenges and explanation of variance)
Communication Implementation Plans	Develop a Communication Plan based on programmatic focus areas for 2023–2024	<ul style="list-style-type: none"> • Communications plan • Quarterly performance report • Media monitoring report 	Achieved	
	Urban Festival 2023 marketing & communications	<ul style="list-style-type: none"> • Communications & Marketing Plan • Dissemination Plan • Media Plan • Exhibition Plan 	Achieved	
Annual Dissemination Plan for work produced by the SACN Team	Develop a work plan for repurposing of knowledge products	<ul style="list-style-type: none"> • Approved work plan • Implementation & Dissemination Plan • Report of repurposed knowledge products 	Achieved	
Quarterly Newsletter	Publish quarterly newsletters	<ul style="list-style-type: none"> • Number of written contents produced, edited and published on internal and external platforms. • Quarterly newsletter report 	Not Achieved	The Q4 SACN Newsletter is only collated at the end of June, once the year's deliverables have been completed and can be reported on in the Newsletter. At the time of compiling the Q4 company report at the end of June, the Q4 Newsletter was still being compiled and was reflected as not achieved.



Policy Research and Advocacy

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

GOVERNANCE, STRATEGY AND PARTNERSHIPS		SUB-COMPONENT: POLICY RESEARCH AND ADVOCACY		
Project Title	What SACN will do in 2023/24	Outcome (How performance will be measured)	Achieved/ Not Achieved	Comments (Challenges and explanation of variance)
The SACN Policy Advocacy Programme	Policy advocacy initiatives tailored around the following SACN thematic areas: Local government municipal finance reforms, local government just transition pathways	<ul style="list-style-type: none"> • Number of advocacy dialogues held • Number of op-ed articles published 	Achieved	

FINANCE AND CORPORATE SERVICES

The core function and aim of the Finance & Corporate Services 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, information technology (IT) and risk management that support 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 used in preparing 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 SACN assets are used to pursue the company's strategic objectives.

FINANCE AND CORPORATE SERVICES			SUB-COMPONENT: FINANCE	
Project Title	What SACN will do in 2023/24	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	

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	Board and Council-approved Investment Policy	Indicator Cancelled	This target was removed from the APP during the mid-year adjustment due to a lack of funding for external specialised expertise.
Internal Audit	Conduct Internal Audit	Approved Internal Audit Reports	Not Achieved	Internal audits were successfully completed per the internal audit plan, however, when the business plan was developed, specific areas of review and testing were documented to be completed in each quarter, this deferred from the revised audit plan provided by the internal auditors, therefore if one had to compare the business plan to the internal audits conducted, it would appear as if the target was not met but the audits per the internal audit plan was successfully completed.
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.	Achieved	



Human Resources (HR)

This sub-component manage 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. It works closely with management and employees to build morale and increase productivity and retention, provides HR policy guidance and monitors the workforce planning and performance management system. HR is also 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 2023/24	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.	Not Achieved	There was no target set for Q4 so it is recorded as not achieved.
Performance management	Ensure that performance management processes are followed and the necessary development training is identified.	Exco-approved performance management plans.	Achieved	
Change management and culture redesign	Develop and implement change management and culture redesign approach.	Exco approved change management and culture redesign approach.	Achieved	



Supply Chain Management

The primary purpose of the SCM is to drive compliance within SACN on Supply Chain Management prescripts and procedures. It also ensures that the organisation complies with all Supply Chain Management rules and regulations. Organise, control, and coordinate supply chain management 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 2023/24	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.	Achieved	



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 2023/24	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.	Not Achieved	IT infrastructure upgrades were required before backup and recovery policies, and these were not included in the 2023-24 budget.
Data storage and retrieval protocols	Develop data storage and retrieval protocols.	Exco-approved data storage and retrieval protocols.	Not Achieved	IT infrastructure upgrades were required before Data Storage and Retrieval Protocols, and these were not included in the 2023-24 budget.
IT reporting	Produce monthly reports.	IT monthly reports.	Not Achieved	SACN appointed a new service provider to replace the former IT manager, hence the missing reports. At the beginning of the financial year, 12 reports were stipulated as the company did not anticipate losing its IT manager. The current IT company did a comprehensive assessment of our IT position and made recommendations thereof to improve the effectiveness of our IT function.



Risk Management

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 2023/24	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	

5



**HUMAN
RESOURCES &
ORGANISATIONAL
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 2023–June 2024)

DATE	TRAINING	SERVICE PROVIDER	NO. OF ATTENDEES
9 Nov 23	PRISA Membershp	PRISA	1
15 Dec 23	SAICA Membership	SAICA	1
8 Jan 24	Online MA in Development Studies and Diplomacy	University of Peace	1
21 Jan 24	Environmental, Social and Governance Programme	Regensys Management (Pty) Ltd	1
9 Feb 24	The Next Manager	The Gordon Institute of Business Science	1
9 Feb 24	Masters in Sustainable Urban Practice (2-year Degree Programme)	University of Cape Town - African Centre for Cities	1
22 Apr 24	Change Communication Workshop	The Conference Hub	1
6 May 24	Executive Development Programme	USB Executive Development (Pty) Ltd	1
21 May 24	Implementing Public Policy Programme	Harvard University (course attendance travel cost)	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	12
Black	Male	8
Indian	Female	2
Coloured	Male	2
White	Female	2
Total		26

60



**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	Nosipho Hlatshwayo Yolisa Dambuza Blanche Yolisa Kani Nontando Christine Zintle Ngamlana Siobhain Kathleen O'Mahony Gary William Paul
Registered Office	Joburg Metro Building 158 Civic Boulevard Braamfontein Johannesburg 2017
Business Address	Joburg Metro Building 158 Civic Boulevard Braamfontein Johannesburg 2017
Postal Address	P.O. Box 32160 Braamfontein Johannesburg 2017
Auditors	Forvis Mazars Registered Auditors
Company Registration Number	2002/031754/08 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:

Directors' Responsibilities and Approval	57 - 58
Directors' Report	59 - 61
Independent Auditors Report	62 - 63
Statement of Financial Position	65
Statement of Comprehensive Income	65
Statement of Changes in Equity	66
Statement of Cash Flows	66
Accounting Policies	67 - 71
Notes to the Annual Financial Statements	72 - 81

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

Statement of Financial Performance	81 - 82
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Level of Assurance

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

Published

11 October 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 as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with IFRS for SME's®. The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with IFRS for SME's® and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

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

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

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

The directors have reviewed the company's cash flow forecast for the year to 30 June 2025 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

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

The annual financial statements set out on pages 61 to 82, which have been prepared on the going concern basis, were approved by the board of directors on 11 October 2024 and were signed on its behalf by:



NOSIPHO HLATSHWAYO

“ **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.** **”**

DIRECTORS REPORT

The directors have pleasure in submitting their report on the annual financial statements of South African Cities Network (NPC) (SACN) for the year ended 30 June 2024.

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 for the year ended 30 June 2024 of R(482 374). This represented a decrease of 97% from the loss of the prior year of R(14 434 140).

Company revenue decreased by 19% from R37 828 510 in the prior year to R30 431 320 for the year ended 30 June 2024.

Company net cash flows from operating activities increased from R(15 236 394) in the prior year to R2 279 051 for the year ended 30 June 2024.

3 Directors

Directors	Office	Designation	Changes
Blanche Yolisa Kani	Chairperson	Non-executive Independent	
Nosipho Hlatshwayo	CEO	Executive	Appointed Monday, 01 July 2024
Nontando Christine Zintle Ngamlana	Board Member	Non-executive	
Yolisa Dambuza	Finance Director	Executive	
Siobhain Kathleen O'Mahony	Board Member	Non-executive	
Gary William Paul	Board Member	Non-executive	
Sithole Mabi Mangaliso Mbanga	Board Member	Non-executive	Resigned Monday, 31 July 2023
Ashraf Mohamed Adam	Board Member	Non-executive	Resigned Tuesday, 31 October 2023

4 Events after the Reporting Period

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

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 2025 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 company has entered into an agreement with GIZ for an amount of R1 921 864 to be received in the next 2 years.

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.

6 Auditors

Forvis Mazars continued in office as auditors for the company for 2024.

7 Secretary

The company secretary as at 30 June 2024 was 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 Friday, 11 October 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 61 to 82, which have been prepared on the going concern basis, were approved by the board of directors on 11 October 2024, and were signed on its behalf by:

Approval of annual financial statements:



NOSIPHO HLATSHWAYO
EXECUTIVE
FRIDAY, 11 OCTOBER 2024



BLANCHE YOLISA KANI
NON-EXECUTIVE INDEPENDENT
FRIDAY, 11 OCTOBER 2024

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 61 to 81 which comprise the statement of financial position as at 30 June 2024, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of South African Cities Network (NPC) as at 30 June 2024, 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 as issued by the International Accounting Standards Board 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.

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 2024", 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 64, forms part of our auditor's report.

Forvis Mazars

Forvis Mazars

Partner: Daniel Tekie

Registered Auditor

11 October 2024

Pretoria

APPENDIX

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the 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 2024

Figures in Rands	Notes	2024	2023
ASSETS			
Non-Current Assets			
Property, plant and equipment	2	404 451	541 832
Current Assets			
Trade and other receivables	3	1 057 981	6 465 153
Cash and cash equivalents	4	6 723 797	4 471 976
		7 781 778	10 937 129
Total Assets		8 186 229	11 478 961
EQUITY AND LIABILITIES			
Equity			
Retained Income		3 492 331	3 974 705
Current Liabilities			
Trade and other payables	5	1 019 614	2 270 607
Deferred Income	6	990 565	1 178 741
Provisions	7	2 683 719	4 054 908
		4 693 898	7 504 256
TOTAL EQUITY AND LIABILITIES		8 186 229	11 478 961

STATEMENT OF COMPREHENSIVE INCOME

Figures in Rands	Notes	2024	2023
Revenue	8	30 431 320	37 828 510
Other Income	10	1 796 541	6 061 033
Operating Expenses		(33 236 682)	(59 041 569)
Operating Loss	11	(1 008 821)	(15 152 026)
Investment Revenue	14	526 447	717 886
TOTAL OPERATING LOSS FOR THE YEAR		(482 374)	(14 434 140)

STATEMENT OF CHANGES IN EQUITY

Figures in Rands	Retained Income	Total Equity
Balance at 01 July 2022	18 408 845	18 408 845
Total comprehensive loss for the year	(14 434 140)	(14 434 140)
Balance at 01 July 2023	3 974 705	3 974 705
Total comprehensive loss for the year	(482 374)	(482 374)
Balance at 30 June 2023	3 492 331	3 492 331

STATEMENT OF CASH FLOWS

Figures in Rands	Notes	2024	2023
Cash flows from operating activities			
Cash used in operations	17	1 752 604	(15 954 280)
Interest Income	14	526 447	717 886
Net cash from operating activities		2 279 051	(15 236 394)
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(91 233)	(166 557)
Sale of property, plant and equipment	2	64 002	105 618
Net cash from investing activities		(27 231)	(60 939)
Total cash movement for the year		2 251 820	(15 297 333)
Cash at the beginning of the year		4 471 976	19 769 310
Total cash at the end of the year	4	6 723 797	4 471 976

ACCOUNTING POLICIES



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 IFRS for SME's® , 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 did not make critical judgements in the application of accounting policies as Management assessed there were none to disclose, apart from those involving estimations, which would significantly affect the annual financial statements.

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 determine the recoverable amount by performing value in use and fair value calculations. These calculations require the use of estimates and assumptions. When it is not possible to determine the recoverable amount for an individual asset, management assesses the recoverable amount for the cash generating unit to which the asset belongs.

Provisions

Provisions are inherently based on assumptions and estimates using the best information available.

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 which consists of IT Equipment, Office Equipment and Furniture 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 derecognised.

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

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

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

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

	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 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

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 standards, 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.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits , and other short term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value . Cash and cash equivalents are measured at amortised cost.

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 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.

1.7 Provisions and Contingencies

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

Provisions are not recognised for future operating losses.

18. Revenue: 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.

1.9 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.

1.10 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.

1.11 Related parties

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

1.12 Events after the reporting date

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



Property, plant and equipment

Figures in Rands

	2024			2023		
	Costs	Accumulated Depreciation and Impairment	Carrying Value	Costs	Accumulated Depreciation and Impairment	Carrying Value
Furniture and Fixtures	642 875	(439 705)	203 170	642 875	(341 481)	301 394
Office Equipment	84 217	(69 296)	14 921	84 217	(50 154)	34 063
IT Equipment	703 648	(517 288)	186 360	711 985	(505 610)	206 375
Total	1 430 740	(1 026 289)	404 451	1 439 077	(897 245)	541 832

Reconciliation of property, plant and equipment - 2024

	Opening Balance	Additions	Disposals	Depreciation	Impairment loss	Impairment Reversal	Closing Balance
Furniture and Fixtures	301 394	-	-	(107 147)	(351)	9 274	203 170
Office Equipment	34 063	-	-	(16 440)	(14 818)	12 116	14 921
IT Equipment	206 375	91 233	(16 945)	(126 458)	(43 720)	75 875	186 360
Total	541 832	91 233	(16 945)	(250 045)	(58 889)	97 265	404 451

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	(237 365)	(75 875)	206 375
Total	799 866	166 557	(49 788)	80 684	(358 222)	(97 265)	541 832

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

	2024	2023
Trade Receivables	13 451 807	17 845 491
Provisions for bad debt	(13 451 675)	(13 451 807)
Staff Advances	815 312	1 309 374
Prepayments	-	208 329
Deposits	790	790
VAT	241 747	552 976
	1 057 981	6 465 153

*Provision for bad debts relate to three prior years debt owing to the SACN from the Mangaung Municipality. The SACN and Mangaung Municipality have entered into a payment arrangement plan to settle the debt owing, less a 10% discount to the Municipality, in three equal instalments of R 4 035 542 to be payable in the financial years ending 2025, 2026 and 2027.

4 Cash and Cash Equivalents

Cash and cash equivalents consists of:

	2024	2023
Cash on Hand	790	1 515
Bank Balances	1 784 467	1 488 015
Investment Accounts	4 938 540	2 982 446
	6 723 797	4 471 976

5 Trade and other Payables

	2024	2023
Trade Payables	352 445	1 214 832
Payroll Accruals	538 597	790 196
Accrued Expenses	128 572	265 579
	1 019 614	2 270 607

6 Deferred Income

	2024	2023
EPWP	19 002	260 564
GIZ	625 977	400 592
Microsoft	159 216	441 524
C40	-	76 061
DHS	186 370	-
	990 565	1 178 741

Split between non-current and current portions

Current liabilities	990 565	1 178 741
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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 - Employee Benefits

Reconciliation of provisions - employee benefits - 2024

	Opening Balance	Additions	Utilised during the year	Reversed during the year	Total
Provisions for bonus	2 773 801	1 811 842	-	(2 773 801)	1 811 842
Provision for leave pay	1 281 107	-	(307 326)	(101 904)	871 877
	4 054 908	1 811 842	(307 326)	(2 875 705)	2 683 719

Reconciliation of provisions - employee benefits - 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

8 Revenue - Subscription fees

Figures in Rands	2024	2023
Buffalo City Metropolitan Municipality	5 275 565	5 024 900
City of Ekurhuleni	-	4 264 272
eThekweni Municipality	-	5 024 900
City of Johannesburg	5 275 565	5 024 900
Mangaung Metropolitan Municipality	5 275 565	5 024 900
Nelson Mandela Bay Metropolitan Municipality	4 199 417	4 000 000
Grants	10 405 208	9 464 638
	30 431 320	37 828 510

9 Grants

Figures in Rands	2024	2023
Department of Cooperative Governance and Traditional Affairs	8 538 000	8 508 000
GIZ Income	1 264 191	501
Grant Income - EPWP	241 562	753 288
Grant - DHS	361 455	-
COGTA - IUDF	-	202 849
	10 405 208	9 464 638

SACN receives unconditional funding from the Department of Cooperative Governance and Traditional Affairs (COGTA) for SACN to continue its operational and programmatic work. Funding is received from GIZ and 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	2024	2023
Profit on sale of assets and liabilities	47 057	55 830
Interest received - Staff Loans	65 785	97 073
Interest received - SARS	6 490	15 745
Discount received	-	28 805
Recoveries	235 432	4 187 909
Other Income - Donor funding	1 441 777	1 675 671
	1 796 541	6 061 033

11 Operating Loss

Figures in Rands	2024	2023
Operating loss for the year is stated after accounting for the following:		
Profit on sale of property, plant and equipment	(47 057)	(55 830)
Profit on exchange differences	(130 607)	(188 248)
Depreciation and impairment on property, plant and equipment	211 670	374 802
Employee costs	22 195 923	31 423 743
Research Associate costs	1 323 131	2 110 712

12 Employee Cost

Figures in Rands	2024	2023
Employee Costs		
Basic	23 259 785	28 405 098
Bonus	(961 958)	2 773 801
Leave pay provision charge	(101 904)	244 844
	22 195 923	31 423 743

13 Depreciation and Impairments

Figures in Rands	2024	2023
The following items are included within depreciation and impairments:		
Depreciation and Impairment		
Property, plant and equipment	211 670	374 802

14 Investment Revenue

Figures in Rands	2024	2023
Interest Revenue		
Bank	526 447	717 886

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	2024	2023
Fees	522 045	502 053
Consulting	60 151	179 869
	582 196	681 922

17

Cash Generated from (used in) operations

Figures in Rands	2024	2023
Loss before taxation	(482 374)	(14 434 140)
Adjustments for:		
Depreciation and impairment	211 670	374 802
(Profit) loss on sale of assets	(47 057)	(55 830)
Interest received	(526 447)	(717 886)
Movements in provision	(1 371 189)	1 434 625
Changes in working capital:		
Trade and other receivables	5 407 168	(1 418 769)
Trade and other payables	(1 250 991)	(1 275 581)
Deferred income	(188 176)	138 499
	1 752 604	(15 954 280)

18

Related Parties

Figures in Rands	2024	2023
Relationships:		
Partners	Department of Cooperative Governance and Traditional Affairs	
	Department of Public Works and Infrastructure	
Members	City of Ekurhuleni	
	City of Tshwane	
	eThekweni Municipality	
	Buffalo City Metropolitan Municipality	
	Mangaung Metropolitan Municipality	
	Nelson Mandela Bay Metropolitan Municipality	
	City of Johannesburg	
Directors	Nosipho Hlatshwayo (Refer to Note 19)	
	Yolisa Dambuza (Refer to Note 19)	
	Sithole Mabi Mangaliso Mbanga (Refer to Note 19)	
	Ashraf Mohamed Adam (Refer to Note 19)	
Members of Key Management	Luncedo Njezula	

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	-	4 264 597
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Figures in Rands	2024	2023
Related Party Transactions		
Grants Invoiced		
Department of Cooperative Governance and Traditional Affairs	8 538 00	8 508 000
Department of Public Works and Infrastructure	241 562	753 288
Department of Human Settlements	361 455	-
Subscriptions Invoiced		
City of Ekurhuleni	-	4 264 272
eThekweni Municipality	-	5 024 900
Buffalo City Metropolitan Municipality	5 275 564	5 024 900
Mangaung Metropolitan Municipality	5 275 564	5 024 900
City of Johannesburg	5 275 564	5 024 900
Nelson Mandela Bay Metropolitan Municipality	4 199 219	4 000 000
Related party balances and transactions with key management		
Related Party Transactions		
Compensation paid to directors and key management		
L.Njezula	2 037 158	2 228 116
S.M.M Mbanga*	270 183	3 151 270
Y.Dambuza	2 037 158	2 189 964
N. Hlatshwayo	2 055 850	2 220 413
A. M Adam	871 744	116 000
<i>* Please refer to Note 3 in the Directors Report for the directors term in office.</i>		
Advances made to directors and key management		
S.M.M Mbanga	205 099	404 331
Y. Dambuza	588 142	683 606
Related Party Transactions		
Grants Received		
Department of Cooperative Governance and Traditional Affairs	8 538 000	8 508 000
Department of Public Works and Infrastructure	241 562	753 288
Department of Human Settlements	361 455	-
Subscriptions received		
City of Ekurhuleni	-	4 264 272
eThekweni Municipality	-	5 024 900
Buffalo City Metropolitan Municipality	5 275 564	5 024 900
Mangaung Metropolitan Municipality	5 275 564	5 024 900
City Johannesburg	5 275 564	5 024 900
Nelson Mandela Bay Metropolitan Municipality	4 199 219	4 000 000

19 Directors' Remuneration

Figures in Rands

Directors' Remuneration

Executive

2024

	Emoluments	Travel Allowance	Total
Yolisa Dambuza	2 037 158	-	2 037 158
Sithole Mabi Mangaliso Mbanga	266 490	3 692	270 182
Ashraf Mohamed Adam	871 744	-	871 744
	3 175 392	3 692	3 179 084

2023

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

Non-Executive

2024

	Directors' fees	Total
Blanche Yolisa Kani	62 500	62 500
Nontando Christine Zintle Ngamlana	74 500	74 500
Siobhain Kathleen O'Mahony	68 500	68 500
Gary William Paul	74 500	74 500
	280 000	280 000

2023

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

20 Categories of Financial Instruments

Figures in Rands		2024	2023
Debt instruments at amortised cost			
Trade and other receivables	Note 3	815 444	5 703 058
Cash and cash equivalents	Note 4	6 723 797	4 471 976
		7 539 241	10 175 034
Financial liabilities at amortised costs			
Trade and other payables	Note 5	352 445	1 214 832

21 Going Concern

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 organisation continues to procure funding for the ongoing operations for 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 2025 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 company has entered into an agreement with GIZ for an amount of R1 921 864 to be received in the next 2 years.

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.



Events after the Reporting Period

The annual financial statements were authorised for issue on Friday, 11 October 2024 by the board of directors of the company.

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

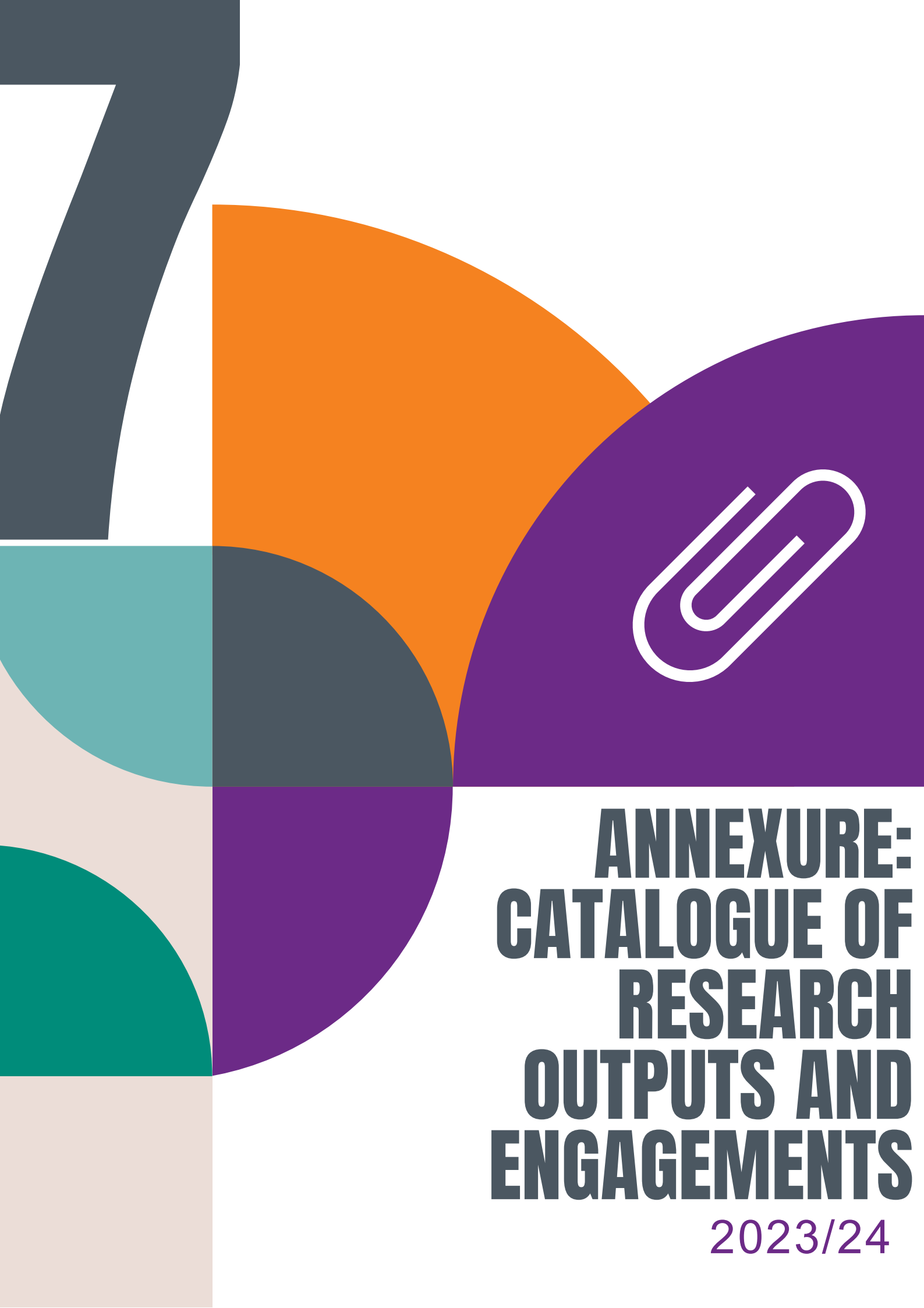
The supplementary information presented below does not form part of the annual financial statements and is unaudited.

STATEMENT OF FINANCIAL PERFORMANCE

Figures in Rands	Notes	2024	2023
Revenue			
Subscriptions Received		20 026 112	28 363 872
Government Grants		10 405 208	9 464 638
	8	30 431 320	37 828 510
Other Income			
Interest received - Staff loans		65 785	97 073
Interest received - SARS		6 490	15 745
Discount Received		-	28 805
Recoveries		235 432	4 187 909
Other Income - Donor funding		1 441 777	1 675 671
Gains on disposal of assets		47 057	55 830
		1 796 541	6 061 033
Expenses (Refer to page 78)		(33 236 682)	(59 041 569)
Operating Loss	11	(1 008 821)	(15 152 026)
Investment income	14	526 447	717 886
Total comprehensive loss for the year		(482 374)	(14 434 140)

STATEMENT OF FINANCIAL PERFORMANCE

Figures in Rands	Notes	2024	2023
Operating Expenses			
Auditors remuneration	16	(582 196)	(681 922)
Bad debts		-	(5 024 900)
Bank charges		(31 001)	(27 950)
Board and Board Committees		(448 381)	(996 289)
CEO Strategic Engagements		72 651	(493 822)
Communications		(350 966)	(3 967 746)
Consulting Fees		-	(544 134)
Depreciation and Impairment		(211 670)	(374 802)
Employee Costs		(22 195 923)	(31 423 743)
Governance		(56 415)	(506 705)
Inclusive Cities		(1 451 099)	(1 375 142)
Information Technology		(810 407)	(443 495)
Innovation		(1 432 785)	(1 569 198)
Insurance		(76 758)	(79 319)
Interest-SARS		-	(116 726)
Internal Audit		(245 384)	(295 109)
Legal Expenses		(31 143)	(328 400)
Loss on exchange differences		(130 607)	(188 248)
NRF Chairs		-	(2 680 000)
Office Consumables		(99 405)	(161 445)
Organisational Development		(348 372)	(857 545)
Placement Fees		(285 218)	(1 100)
Printing and Stationery		(70 028)	(75 698)
Productive Cities		(333 511)	(1 080 960)
Research Associate Costs		(1 323 131)	(2 110 712)
Research, Policy and Advocacy		(65 139)	(333 826)
SARS - Penalties		-	(89 636)
Stakeholder Relations		(51 244)	(185 061)
Sustainable and Resilient Cities		(577 547)	(395 311)
Telephone and fax		(457 478)	(776 693)
Travel - local		(438 952)	(1 627 557)
Well-Governed Cities		(1 138 573)	(180 375)
Whistleblowing		(48 000)	(48 000)
		(33 236 682)	(59 041 569)



**ANNEXURE:
CATALOGUE OF
RESEARCH
OUTPUTS AND
ENGAGEMENTS**

2023/24

This Annual Report Annexure for 2023/24 provides a detailed overview of the initiatives undertaken by SACN in alignment with its ongoing five-year strategic business plan (2021–2026). This plan guides SACN’s efforts:

- To equip cities to become learning and adaptive institutions by fostering knowledge co-creation, dissemination and practical application.
- To champion the urban agenda by giving cities a platform to amplify their voices through advocacy and convening key stakeholders.
- To strengthen and expand strategic partnerships with cities, while continuing to cultivate relationships with existing and new partners.
- To maintain a well-governed, financially sustainable network that delivers long-term value.

At the core of SACN’s work is its role as a knowledge hub, driving research, facilitating peer-to-peer learning and bringing together diverse voices to address critical urban development challenges. This work is structured across five thematic focus areas: Well-Governed Cities, Sustainable & Resilient Cities, Inclusive Cities, Productive Cities and Innovative Cities.

RESEARCH OUTPUTS

Inclusive Cities

Integrated Planning and Implementation: The voice of city practitioners on working together in government

Integrated planning refers to a “participatory and flexible management process where cities work across agencies, sectors and even jurisdictions to tackle key planning challenges”. It requires collaboration and partnership among all actors. This research report examines the barriers and enablers of integrated planning and implementation between city officials and the departments that they represent, from the viewpoint of city practitioners. The inputs emanate from focus group sessions held with seven metros: Buffalo City, City of Ekurhuleni, eThekweni, City of Johannesburg, Tshwane, Mangaung and Nelson Mandela Bay, as well as discussions at Built Environment Integration Task Team (BEITT) meetings held in 2021–2023.



Position Paper: Unlocking the potential of small-scale affordable rental (SSAR) accommodation for scalable and sustainable housing delivery in South African cities

Despite implementing one of the largest national housing programmes on the continent, South Africa faces a substantial unmet demand for housing. A growing body of evidence demonstrates the significant potential of the SSAR sub-sector for delivering housing and driving local economic development. This paper recognises the need to support emerging small and micro developers, especially in metros and intermediary cities, and sets out a position for cities in relation to SSAR. The SACN's position is informed by knowledge co-created with cities, particularly through BEITT and is, therefore, embedded in the institutional reality of driving spatial transformation in South African cities.



SCAN TO READ MORE



Practice Guidelines: SMME Inclusion in the Construction Sector

This publication aims to assist officials who implement projects in communities, providing good practices on how to include SMMEs in the construction process and navigate the challenges of tensions and potential threat of site disruptions.





Good Hood Stories Season 3

The focus is on stories about transforming informal settlements through collaborative and community-driven approaches. It comprises two films and a newspaper that features articles about the projects and Q&As with the project champions.

The two exceptional projects are:

- The partnership between Project Preparations Trust and eThekweni Municipality to deliver sanitation services and solid waste
- Asivikelane's gender-responsive service delivery in Knysna, Western Cape

SCAN
TO READ
MORE



Cities and GBV Prevention Tools Video

The SACN's Urban Safety Reference Group (USRG) has developed a series of visual tools arguing strongly for multistakeholder partnership on GBV prevention at city level and exploring how municipalities can leverage their existing functions to make cities safer and more inclusive and livable. To complement the poster published last year, this year, the USRG produced a video that profiles the experiences of women working to end GBV across South Africa's institutional landscape.

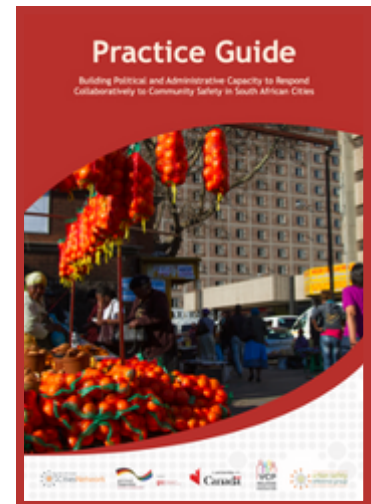
CALL TO ACTION
**SA CITIES & GENDER
BASED VIOLENCE**



SCAN TO VIEW MORE

Practice Guide on Building Political and Administrative Capacity to Respond Collaboratively to Community Safety in South African Cities

With the increase in coalition governments in metros, often followed by political instability, the conversation on political and administrative arms of cities working collaboratively for better lives is more relevant than ever. This user-friendly practice guide is for all stakeholders working for safer cities, recognising that urban safety is complex and requires effective relationships between officials and politicians, different city departments, and cities and community stakeholders. It features contributions from political leaders in Tshwane, Buffalo City and Ekurhuleni, as the support and buy-in of political leadership is crucial for lobbying for and mobilising resources dedicated to safety and clarifying roles and responsibilities.



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Innovative Cities



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Building Data Capabilities in Cities

The SACN's data strategy focuses on building data capacities in cities, re-imagining the SACN's open data platform (SCODA) and developing its data capabilities. In 2023/24, the SACN piloted the implementation of its data strategy, through reviewing current challenges and opportunities for cities within the urban data ecosystem and engaging with city leadership to promote awareness of the strategic value of data. The aim is to enable cities to have an embedded data-driven and evidence-based culture, where the leadership embraces the strategic and innovative value of data in decision-making and to create a conducive environment for implementing data governance frameworks and strategies

Well-Governed Cities

Research Paper: Governance of the Just Urban Transition

The research paper reflects on the nature and dynamics of the institutional and governance shifts required for a Just Urban Transition. It draws extensively on case studies to reflect on the processes, actors and challenges to achieving a Just Transition in urban areas, especially in metropolitan municipalities. The paper is intended to enable city leaders, both institutional and non-institutional, to become aware of the type of leadership required to direct, manage and inspire a coalition of the willing. It acknowledges that urban actors view the Just Urban Transition from starkly different contexts and recognises the need to marshal and generate multiple modes of governing through which transitions can be realised.



Sustainable & Resilient Cities

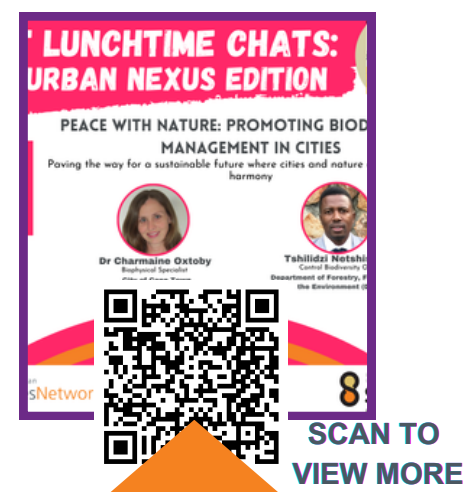
COP28 Side Event, 12 December 2023: Just Transition and Climate Finance in Local Government

On 12 December 2023, the SACN hosted a session that explored the critical issue of financing a just transition for African cities. South Africa's recently launched Just Transition Framework provided the initial framework, but the focus here was on how to translate this framework into concrete funding for cities on the ground.

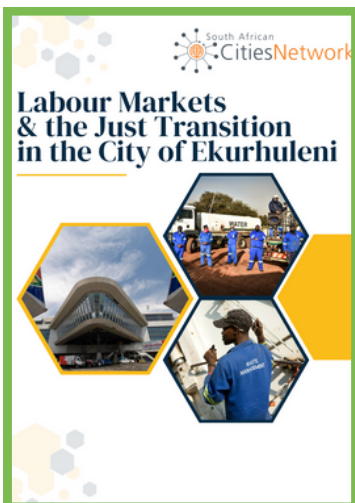
Cities' Lunctime Chats: The Urban Nexus Edition

The SACN and SALGA successfully hosted the second season of online lunctime chats, which bring together city practitioners, leading experts and changemakers from across South Africa, Africa and beyond. The sessions provide a valuable platform for connecting city officials and experts, sharing valuable insights on critical urban issues, and discovering inspiring examples of collaboration and problem-solving in action. In 2023/24 the following lunctime chats took place:

- 27 March 2024, the session explored the interconnectedness of water, nature and climate change in building sustainable cities.
- 25 April 2024, participants explored innovative strategies for managing waste, addressing food security, and protecting the environment.
- 24 May 2024, the focus was on how cities can harmonise urban development with thriving ecosystems.
- 27 June 2024, participants explored how cities can build adaptability and flourish in the face of environmental changes.



Productive Cities

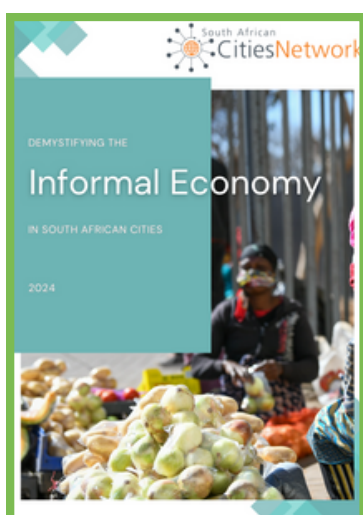


Labour Markets and the Just Transition in Ekurhuleni

This report analyses labour markets in seven key sectors deemed critical in the city of Ekurhuleni's Just Transition efforts: Transport, building, biodiversity, waste, agriculture, water and energy. It provides insights for the City of Ekurhuleni on how to respond to these sectors' labour force readiness in terms of the supply of skills needed to support the fair and equitable Just Transition of these sectors. The understanding generated through these insights was envisaged would enable the City of Ekurhuleni to play a more proactive with industry, education institutions and agencies of government in packaging Just Transition investments that would be fair and equitable for the labour market.

The Urban Resilience Toolkit

In 2022/23 the SACN undertook a study to identify and interrogate the opportunities that crises present with respect to developing bottom-up city led urban resilience strategies. The study sought to develop a single urban resilience strategic framework to be utilised by South African cities in response to future crises. The Urban Resilience Strategic Framework and Implementation Guide provides a valuable reference document. Whereas it is not an implementation plan; it is regarded as a guideline document, to serve as a point of departure for cities to develop their own resilience strategies. The Strategic Framework and Implementation Guide was developed with intention of making it contextual and practically implementable by SACN's network of cities. It is against this backdrop that the toolkit was developed to provide handy tips and guidelines for SACN's network of cities to identify opportunities and develop city-led, bottom-up approaches, strategies and interventions to build urban resilience.



Demystifying Informal Economies in South African Cities

The "Demystifying Informal Economies in South African Cities" research report was initiated to address the growing need for a deeper understanding of the informal sector within urban environments. This report emerged from engagements with city practitioners, who emphasized the necessity for research that would shed light on the various dimensions of the informal sector. Cities highlighted the need to build a thorough understanding of their respective informal sectors to ensure that they are able to provide impactful interventions, including facilitating partnerships that can support realisation of its endeavors as it relates to the informal sector.

MEDIA OUTPUTS

Articles

DATE	SOURCE	ARTICLE LINK
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JULY
23

3 July 2023	Fast Company SA	Inside efforts to develop an Artificial Intelligence-driven South Africa
12 July 2023	City Diplomacy Lab	A new partnership to empower South African Cities through City Diplomacy.

AUG
23

23 August 2023	Kempton Express	CoE and Stakeholders hold a dialogue in Kempton Park
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SEP- OCT
23

September/October 2023	Municipal Focus	SA Cities Network readies for the 2023 Urban Festival [Pages 64-65]
17 October 2023	Business Tech	South Africa's biggest cities face major electricity crunch
18 October 2023	The Sunday Independent	SAMWU accuses municipalities of exploiting poor people

NOV
23

14 November 2023	Sowetan LIVE	Metro municipalities account for most of South Africa's murders: experts
15 November 2023	The Sowetan	Metro municipalities account for most of SA's murders - experts
15 November 2023	The Herald	Bay has highest murder rate, with illegal guns and gangs fuelling killings in SA
15 November 2023	The Herald LIVE	Metro municipalities account for most of South Africa's murders: experts
30 November 2023	The Daily Maverick	The business of local governance is critical to the functioning of South Africa
11 November 2022	The Mercury	Zikalala warns municipalities on wage bill

JAN
24

16 January 2024	The Herald	Intervention needed to stem crime wave
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FEB
24

11 February 2024	AfricaScope	Improving Urban Governance: Developing a Strategic Blueprint to strengthening data use in city's decision-making
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MAR-APR
24

DATE	SOURCE	ARTICLE LINK
12 March 2024	Oudtshoorn Courant	SA, UK explore use of data to boost local economies
March/April 2024	Municipal Focus Magazine	Lessons from City Officials on Navigating the Construction Mafia [pages 36-38]
16 April 2024	Business Day	Business may pull SA back from the edge
19 April 2024	Business Day LIVE	Real data needed to promote jobs and growth
24 April 2024	SACN	Notice of SACN Council and Annual General Meeting

Interviews

AUG
23

31 August 2023	Newzroom Afrika	The State of Housing in South Africa with Nosipho Hlatshwayo
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NOV
23

8 November 2022	Newzroom Afrika	City of Joburg appeals Brink's 'unlawful' appointment ruling
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JAN
23

9 January 2024	eNCA	SA Cities losing their shine with Danga Mughogho
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MAR
23

3 March 2024	eNCA	We the Nation with Dan Moyane – Danga Mughogho
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JUN
24

5 June 2024	ImpusRadio Africa	The SACN with Liteboho Makhele
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Blog Posts

DATE	BLOG LINK
12 July 2023	How city communicators can foster inclusive conversations for improved city governance by Luncedo Njezula
19 July 2023	Nature-based solutions hold untapped potential for addressing urban climate stresses and shocks by Kopano Ntsoane
16 November 2023	Citizen advisory boards: A tactical shift to foster co-creation of Municipal Services in South Africa by Luncedo Njezula
11 January 2024	The collaborative uptake approach as a tool to advance effective municipal governance in South Africa by Luncedo Njezula



LEARNING EVENTS



The SACN hosted the following learning events in 2023/24 financial year:

DATE	EVENT NAME	EVENT OBJECTIVE	THEME
11 July 2023	SACN International Relations Forum (IRF) City Diplomacy Training: Session 2	To introduce the evolution, key actors and main outcomes of city diplomacy in the broad field of climate action and just transition. It included a Q&A.	
14 July 2023	City of Joburg (CoJ) Problem-Driven Iterative Adaptation (PDIA) Meeting	To kick-off the CoJ PDIA project, which seeks to understand the trickiest problems facing the city and then develop and implement feasible solutions.	
18 August 2023	BEITT Quarterly Meeting	To reflect on the outcomes of 2022/23 for BEITT and cities and design the 2023/24 BEITT programme: Understanding integrated planning within cities and the transportation peer-to-peer learning programme and BEITT.	
29 August 2023	IRF City Diplomacy Training: Session 3	To introduce the evolution, key actors and main outcomes of city diplomacy in the broad field of economic development, with a focus on competition and collaboration between cities around the world. It included a Q&A.	
8 September 2023	CoJ PDIA Meeting	To present to the CoJ authorisers a report on progress made by the joint PDIA teams.	
5 October 2023	The State of Crime and Safety in South African Cities Report 2022 Launch	To launch the State of Crime and Safety in SA Cities Report 2022.	
12 October 2023	SACN Community of Practice (COP) in Urban Governance and Municipal Finance Meeting	To reflect on lessons learnt in implementing long-term financial strategies (LTFs), looking at challenges, risks and opportunities, and to share with financial management practitioners in municipalities that have not yet adopted LTFs.	
31 October 2023	Urban Festival 2023	To showcase the SACN's contribution to South Africa's urban development agenda, profile and celebrate the role of cities in the country's transforming journey, shine the light on good practice and continuous improvement through innovation, and act as a platform that will stimulate collaboration between all of society and local government.	
1 November 2023	Urban Energy Network Meeting	To report on quarterly performance and facilitate city inputs into the Annual State of Expanded Public Works Report.	
15 November 2023	EPWP Reference Group Meeting	To provide feedback on the SACN city engagement process and outline priority focus areas for the current term.	
15 November 2023	CoJ PDIA Meeting	To present to the CoJ authorisers a report on progress made by the joint PDIA teams.	

DATE	EVENT NAME	EVENT OBJECTIVE	THEME
23 November 2023	Urban Safety Site Visit to the Hammanskraal CBD	To gain an understanding of the site and safety issues and to meet with key stakeholders.	
11 December 2023	COP28 Side Event: Just Transition and Climate Finance in Local Government	To unpack what is required to finance the just transition in cities and what gaps and opportunities exist for local government, considering how to forge consensus, what strategies to use to mobilise finance, what role investors should play, and a vision for financing the just transition in African cities.	
31 January 2024	CoJ PDIA Meeting	To reboot the joint PDIA teams and kick off 2024.	
1 February 2024	Urban Safety Monitor Focus Group Meeting	To discuss the relevance and usefulness of the bigger picture for South African cities through the urban safety monitor, which is a tool designed in partnership between UN Habitat, the European Forum for Urban Security and Fixed Africa. The focus group co-hosted by the SACN, SALGA and Fixed Africa.	
22 February 2024	City Engagement on the Draft White Paper for Human Settlements	To engage cities on the contents of the draft white paper for human settlements.	
5 March 2024	CoJ PDIA Meeting	To present to the CoJ authorisers a report on progress made by the joint PDIA teams.	
20 March 2024	BEITT City Engagement on the Draft Public Transport Subsidy Policy	To co-create a consolidated set of comments on the draft policy, listening to concerns, gaps and suggestions from city practitioners. The focus group was convened by the SACN, SALGA and CSP, and the comments will be presented to the Department of Transport as a joint submission.	
27 March 2024	SACN and SALGA Cities Lunchtime Chat	To unpack the interconnectedness of water, nature and climate change, exploring effective water stewardship and the power of nature-based solutions for climate adaptation.	
24 April 2023	SACN Innovation Competition for Youth-led GBV Prevention in Urban Spaces	To provide workshopping for three selected youth organisations to refine and implement their ideas prior to the close-out event/showcase in June 2024.	
17 May 2024	Initial Meeting of the Hammanskraal Safety Plan Reference Group	To engage with stakeholders, including community policing forums and street trader organisations, about the Hammanskraal CBD Safety Plan, in partnership with the City of Tshwane.	
23 May 2024	Launch of the Practice Guide on Building Political and Administrative Capacity to Respond Collaboratively to Community Safety in South African Cities.	To launch and discuss the Practice Guide, which provides practical tips about the complex urban safety space that requires contribution from various city functions and partnerships across spheres of government and society.	
24 May 2024	SACN and SALGA Cities Lunchtime Chat	To explore ways in which cities are harmonising urban development with thriving ecosystems, and to commemorate International Bio-Diversity Day whose theme is co-creating biodiverse cities for all.	

DATE	EVENT NAME	EVENT OBJECTIVE	THEME
11-12 June 2024	Communications Action Lab	To enable communications professionals across the municipal communications value chain to share ideas, learn and acquire critical skills.	
21 June 2024	EPWP Reference Group Meeting	To report on quarterly performance and facilitate city inputs into the Annual State of Expanded Public Works Report.	
21 June 2024	BEITT Quarterly Meeting	To discuss gender-responsive planning in the built environment and applying a gender lens to city planning and design for safer inclusive spaces.	
25 June 2024	Webinar on the Municipal Structures Amendment Bill	To co-create a consolidated set of comments on the Municipal Structures Amendment Bill for submissions to the Department of Cooperative Governance and Traditional Affairs (CoGTA). The webinar was convened by the SACN in partnership with CoGTA and the Dullah Omar Institute.	
26 June 2024	SACN Innovation Competition for Youth-led GBV Prevention in Urban Spaces	To showcase the GBV prevention interventions submitted by youth-led community organisation, ranging from developing web apps to implementing self-defence programming. The youth participants were also able to connect, network and grow the pool of relationships for their continued work.	
27 June 2024	SACN and SALGA Cities Lunchtime Chat	To discuss adapting and building resilience in a changing climate, sharing insights on water and heat resilience and learning how cities can build adaptability and flourish in the face of environmental challenges.	