



CITY INSIGHT

COMPANY PROFILE

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BACKGROUND

City Insight was established by Ms. Sue Bannister and Dr. Michael Sutcliffe in September 2012.

Having worked in urban development, Michael and Sue saw the need for an agency that could provide insight, information and advice on local level development based on an understanding of how cities operate in the developing world.

They also serve in part-time capacities on national institutions: Sue Bannister is a Commissioner on the National Planning Commission and Michael Sutcliffe was, until April 2018, Chairperson of the Local Government Skills and Education Training Authority.

AREAS OF WORK

City Insight is actively involved in the following areas of work:

1. **Research, Information and Advice**

City Insight is founded on the recognition that although in many instances a lot of information on cities exists, there is a need to collect, tame and shape that information into a format that is relevant, usable and understandable. We provide an insight into city and development issues in Africa. Our work includes investigating city innovations and undertaking comparisons between cities to gain an understanding of why cities are in the shape they're in.

2. **Capacity Building**

No amount of information will alter our cities unless we also understand that good city management and collaborative private sector management is required to transform and change the daily realities of city inhabitants. City Insight is able to advise on private and public sector management issues and develop training programmes developed around real issues and actual case studies to work with decision-makers to enhance their decision-taking abilities.

3. **Development**

City Insight assists private sector and governments in narrowing the gap between development strategy, management and implementation. We are also able to assist private sector players to better understand development processes and local government issues.

RECENT AND CURRENT PROJECTS

Characteristics	Response
Intergovernmental relations	<ul style="list-style-type: none"> • Project managers for the PMO established by the Inter-Ministerial Committee on Service Delivery monitoring service delivery across all spheres of government, MISA. • Project managers in the 2018 Capacity Assessments: obtaining information from all municipalities on their execution of powers and functions: budgets, human resources deployed and the like, MDB. • Powers and functions work for a number of projects, COGTA, SALGA and MDB. • Back to basics work from 2014-2017, as well as indicators for monitoring, COGTA. • City Insight conducted fourteen investigations into municipal redeterminations in the 2015 process, MDB. • Developed a Collaborative Governance Framework looking at relationships between SA's 27 largest more urban municipalities (Category A and B1), and provincial and national spheres of government, COGTA. • Implementation of the Integrated Urban Development Framework, including a Peer to Peer Learning programme between three SA and three German municipalities, COGTA. • Specific strategic planning and related work done in over 10 municipalities, such as Tshwane, Msunduzi, Nelson Mandela Bay, Ekurhuleni, Emfuleni, etc. • Mid-term review of municipal performance 2016/17 through 2018/19, COGTA Gauteng • Scenario generation for Gauteng on possible 2030 scenarios, Gauteng Provincial Government.
Review of local government legislation particularly in relation to Local Government	<ul style="list-style-type: none"> • In the 1990s he worked as part of the team developing all the major local government legislation in South Africa, from the Constitutional proposals to the White paper and then the five major foundational pieces of legislation: Demarcation, Structures, Systems, Rates and Finances. • (i) Review of Structures and Systems Acts in particular, (ii) Draft regulations for Ministerial Powers and Functions, (iii) review of LG legislation and (iv) legal issues around electoral proportionality, COGTA. • A number of studies on Powers and Functions, COGTA. • uMgungundlovu Metropolitan status strategy, UMDM

Characteristics	Response
Infrastructure development	<ul style="list-style-type: none"> • Project managers for MISA in the PMO established by the Inter-Ministerial Committee on service delivery dealing with all major powers of municipalities at a local and national level. • Working with COGTA on the development of the Back to Basics Strategy. • Preparedness of municipalities for the fourth industrial revolution, LGSETA • Development of and Implementation Framework for the Integrated Urban Development Framework, including also the classification of the Intermediate City Municipalities, COGTA. • Working with over ten municipalities on various aspects of their powers and functions, including City of Tshwane, eThekweni, Msunduzi. • GOLD III on a review of the delivery of basic network services across major African cities, UCLG. • Skills mismatch within and between municipalities in South Africa, including hard-to-fill vacancies, LGSETA. • Developing SMART city strategies for Lucknow and Namchi, Government of India.
Strategic planning;	<ul style="list-style-type: none"> • Working on strategic directions with UCLG, UCLGA, CLGF, IDEA, GIZ, COGTA, SACN, SALGA, UNHABITAT and World Bank. • Working with over ten specific municipalities and entities on various aspects of their powers and functions, including City of Tshwane, eThekweni, Msunduzi, all major urban areas, Mogalakwena, Sedibeng, Nelson Mandela Bay, etc. • GOLD V examination of the localization of Sustainable Development Goals, UCLG. • Review of trends in decentralization and democracy across the world, IDEA/CLGF. • Development of strategic policy on local development, CLGF. • Review of municipal entities, Tshwane. • Mandela Bay Development Agency Strategic plan.
Financial management;	<ul style="list-style-type: none"> • IMC on Service Delivery: Since 2018 produced Quarterly State of Service Delivery reports analyzing financial governance and linking it to the delivery of services, MISA • Mid-term report on municipal performance in Gauteng examining Financial Management and Financial Viability, 2016/17 through 2018/19, COGTA Gauteng

Characteristics	Response
	<ul style="list-style-type: none"> • Production of a Development Monitor for the period up to 2016/17 financial year, DBSA • Production of a Development Monitor for the period 2017/18 - 2018/19, DBSA • Financial governance across municipalities in South Africa, COGTA
Working with communities	<ul style="list-style-type: none"> • Climate change documentation for communities on mitigation and adaptation strategies, UMDM • Assessments for the possible change in boundaries of 14 municipalities, MDB • Assessments of public participation, SACN Msunduzi CDS work and COGTA Gauteng Mid-term municipal performance review • Project managers in the 2018 Capacity Assessments, MDB • UCLGA Pan African Peer review programme, aimed at building capacity across African municipalities and municipal associations, UCLGA. • External relations projects with GIZ, such as implementing the State of Palestine-South African MOU to enhance local governance, and similar work with Libya. In addition to facilitating two study tours, MOUs were developed between MISA/ECSA/IMESA and PEA.
Partnership building with the public and private sector	<ul style="list-style-type: none"> • Undertaken the first (with two more underway) review of the DBSA's Development Effectiveness which will cover the periods 1983-2017; 2017-2019; 2019-2021; • Working on the President's Economic stimulus strategy including the strategy to get private sector funding for infrastructure, the Private Sector Participation Model. • Public-Private Partnerships uptake, SALGA. • Specific private sector engagements on projects in Msunduzi, eThekweni, Tshwane, national associations such as NEDLAC
Data management	<ul style="list-style-type: none"> • The team has over 35 years experience in data management, and City Insight has been involved in a number of data gathering and analysis projects. These include: • City Insight designed and implemented the municipal Back to Back Monthly Indicators monitoring system, COGTA. • Creating a single portal of information to a ward level, integrating hundreds of data sources, including models and indicators, RDLR Economic Atlas

Characteristics	Response
	<ul style="list-style-type: none"> • Producing the first regional report on African Metropolitan areas using a variety of indicators, Metropolis. • IMC PMO work creating an integrated set of databases of municipal infrastructure service delivery, MISA • Municipal Monitor assessments and indicator development, SALGA • Database of Development Effectiveness Monitor, DBSA • Demarcation criteria, MDB • Municipal profiles developed, national Government
Communications and Branding	<ul style="list-style-type: none"> • In addition to the experience of CI's senior Directors, the team includes Ms. Andrea McGahey who has a number of qualifications and significant experience in this regard. • City Insight (Pty) Ltd has significant experience in writing documents in easy-to-read and also technical styles

OUR EXPERIENCE

Collectively, Michael and Sue have over 50 years experience in a variety of sectors including academia, civil society, non-governmental organizations, and with all spheres of government (local, provincial and national).

We have worked closely with local and international partners on many projects and were involved in developing local governance in South Africa through our work on the constitution and legislative aspects of local governance in South Africa, as well as the our experience as City Manager and Head: Strategic Projects within the eThekweni municipality.

1. International Experience

We have been active in working with CLGF (Commonwealth Local Government Forum), UCLG (United Cities and Local Governments), UCLGA, Metropolis and other international agencies. In addition we have assisted in decentralization work in Palestine and Libya and in developing Smart City approaches in India. Michael has also served for a number of years as the Co-President of UCLG's Strategic Planning Commission and also served on the Board of GCIF (Global City Indicator Facility). We have worked on cooperative agreements and with a number of cities, international donors and multi-lateral agencies.

2. Municipal Demarcation

As the full-time Chairperson of the Municipal Demarcation Board, appointed by President Mandela from 1 February 1999, Michael led the re-demarcation of the new municipalities for the first democratic local elections in held in South Africa in December 2000.

3. **Building Institutional Capacity**

We have actively worked on assessing the financial and administrative capacity of municipalities as well as developing strategies to properly execute municipal functions and powers.

4. **Development Of Municipal Legislation**

We have been actively involved in the development of local government legislation in South Africa. Currently we are involved in a number of IGR projects around the allocation of powers and functions across different spheres of government and within the local government sphere.

5. **Municipal Institutional & Administrative Transformation**

Both Michael and Sue have been senior managers involved in many development projects, inside and outside government. Michael was City Manager of eThekweni, with over 24000 staff and a budget of over USD3billion per year. Sue drove a number of key development projects linked to the 2010 and beyond strategy of eThekweni.

The municipality executed functions including the provision of water, housing, electricity, sanitation, economic development, tourism, roads and engineering services, public transport, health, municipal policing, disaster management, emergency services, ICT, property development, planning and markets.

6. **Financial Sustainability And Project Management**

Our expertise includes working with a range of grant programmes in South Africa, including applications for these grants, managing grant finances and reporting on their use.

Over the period in which we were at eThekweni the following were some of the delivery achievements in which we were involved.

- The delivery of free basic services and housing to residents.
- Environmental mitigation and adaptation measures, including the conversion of methane gas to electricity in the waste landfill sites in the city.
- Regeneration and densification programmes in Durban and the development of an integrated public transport system for the city.
- ICT plans to electronically connect residents.

7. **Eventing Strategies and Event Management**

Both Michael and Sue were actively involved in developing and implementing a *"2010 and beyond"* city eventing strategy. The strategy focused on building Durban as one of Africa's leading convention, eventing and tourism centres, and was designed to ensure that events hosted within the city built the economy of the city as well as the city's brand.

We were also involved in developing the capital infrastructure to build the tourism economy within the city. This included the upgrade of the Durban

beachfront, construction of the Moses Mabhida stadium and a range of other infrastructure.

eThekweni hosted a carbon-neutral 2010 FIFA World Cup and the 2011 UNFCCC Cop27 Climate Change meetings. The flagship Moses Mabhida stadium which we were actively involved in building has won a number of national and international awards. The city's strategy to strive towards economic, financial and environmental sustainability in building the stadium and precinct has been widely commended.

BRIEF CURRICULUM VITAE OF CITY INSIGHT PARTNERS

PROFILE: Dr. Michael O. Sutcliffe

Dr. Michael Sutcliffe is, together with Ms. Sue Bannister, a founding partner of City Insight (Pty) Ltd. He earned an M. Sc. degree from the University of Natal and a PhD degree from Ohio State University.

Until his contract ended on 31 December 2011 he was, for over 9 years, the City Manager of eThekweni metropolitan municipality (www.durban.gov.za), a city of some 4 million people, where he headed the administration of some 25000 employees with a budget of over R26 billion (US\$3.5 billion) per annum. He was previously appointed by President Mandela to chair the Municipal Demarcation Board (www.demarcation.org.za), which redrew the boundaries for municipalities. And his other positions have been as a Member of Provincial Legislature (KwaZulu-Natal) (1994-1999), Director Public Affairs: University of Durban Westville (1991-1994) and Associate Professor: Town and Regional Planning: University of Natal (1982-1991).

Dr. Sutcliffe was integrally involved in the transition process from an undemocratic, racist South Africa to a free and democratic state. He was involved in developing the ANC's policy positions, the Local Government White Paper process and the development of the local government legislation.

Over the past 30 years, Dr. Sutcliffe has acted as a consultant to a wide range of local and international organizations and continues to serve as a board member of a number of developmental organizations. During this period he has written over 500 articles and reports on a wide range of issues, from demarcation and delimitation issues to urbanization, economic analysis and analyzing political trends. He continues to research local government in South Africa. He has received a number of awards, most recently receiving a prestigious professional award from the Association of American Geographers.

Dr. Sutcliffe has been invited to present papers at conferences in the following countries: Canada, Mexico, UK, Sweden, Turkey, France, Norway, Australia, USA, Tanzania, Lesotho, Zimbabwe, Namibia, Uganda, Nigeria, Mozambique, India, Bahrain, Kenya, Brazil, Zambia, Qatar, Bahrain, UAE, Germany and Spain. In addition, he has attended and presented papers at over 200 conferences in southern Africa and South Africa.

Dr. Sutcliffe was Co-Chair of the UCLG's Commission on Urban Strategic Planning and an international Board member of the Global Cities Indicator Forum. He was until recently the Chairperson of the Local Government Skills and Education Authority of South Africa.

PROFILE of Ms Sue Bannister

Sue Bannister is an experienced programme executive with a proven aptitude for managing a wide range of projects and programmes. She has a strong capacity for providing strategic direction to achieve broad economic and developmental goals.

Sue has an undergraduate BSc degree in Town and Regional Planning from the University of the Witwatersrand, an MPhil in Land Economy from Cambridge University and an MBA from the IE Business School in Spain. She also participated in a course run by the International Labour Organisation (ILO) in the Management of Development Projects, covering aspects of development such as development management, project cycle management, appraisal, monitoring and evaluation and budgeting for development projects.

Sue worked for an NGO in the 1990s assisting rural communities with development issues. In the early 2000s Sue worked as a development consultant, specializing in low income housing and sustainable development issues. During this period she worked with many international donors, designing development projects, researching Aid initiatives and evaluating projects.

Sue then joined eThekweni Municipality and served as deputy head, then head of the Strategic Projects Unit - a unit established to manage projects of strategic importance to the City. Here she was involved in conceptualising, motivating, planning and budgeting for new projects to political and administrative principals based on an analysis of needs, funding and priorities. Her work also included the procurement of multi million Rand contracts for the unit, including developing bid documents, driving the procurement processes and managing legal issues and contracts, often under tight timeframes.

During her tenure as the longest serving member of the Strategic Projects Unit team, she was integrally involved in major infrastructural projects, including the delivery of the Moses Mabhida Stadium and other major infrastructure for the 2010 FIFA World Cup. Their regeneration of eThekweni's CBD and beachfront, and the building of sports hubs in Clermont, Umlazi and KwaMashu.

Sue was appointed in 2015 by the President to serve on the National Planning Commission of South Africa.