

ISSUE 34

# VOICE OF LOCAL GOVERNMENT

SOUTH AFRICAN LOCAL  
GOVERNMENT ASSOCIATION  
**SALGA**  
*Inspiring service delivery*  
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## 20 YEARS<sup>of</sup> DEMOCRATIC LOCAL GOVERNMENT

*Celebrating and Reflecting on the 20-Year  
Journey of Local Government transformation*

**INSIDE: SERVICE DELIVERY SUCCESS | THE NATIONAL MEMBERS ASSEMBLY PLEDGE  
| THE DISTRICT DEVELOPMENT MODEL | UNDERSTANDING DEMARCATION | MUNICIPAL FINANCE**



## A TRUSTED CUSTODIAN WHO GROWS MEMBERS' INVESTMENTS AND KEEPS MEMBERS INFORMED ALONG THE WAY TO A SECURE RETIREMENT.

The National Fund for Municipal Workers (NFMW) has grown to be the largest retirement fund in the Local Government industry with more than 53 000 active members employed at 214 municipalities throughout South Africa. The NFMW has been providing retirement and other ancillary benefits to Local Government employees and councillors for more than 24 years.

- Our members are at the centre of what we do, our decisions, our behaviours, and the strategies that we employ in the management of the Fund. **The Fund's purpose of existence is to financially secure our members' future.**
- We pride ourselves in providing excellent service and our administration cost is arguably the lowest in the industry, this translates to less of our members' contributions towards cost and more towards retirement savings.
- The NFMW's excellent long-term investment performance track record puts us on par with the best global balanced managed portfolios in South Africa and ahead of our peers in local government.



**Mr Leslie Ndawana**  
Principal Executive and  
Chief Executive Officer

**Mr Leslie Ndawana, who was appointed as the NFMW's Principal Executive and Chief Executive Officer in August 2020 shares his aspirations for the NFMW.**

"I want the Fund to be a recognised participant in the dialogue on issues of national importance such as sustainable socio-economic development of our nation, transformation, equality, and justice, among others.

The retirement assets/savings managed by the NFMW and other retirement funds should also contribute to creating an environment that is conducive to live in, such that our members benefit from the Fund's assets not only at retirement but also during their working life. The fund strives to positively impact the lives of its members, their families, and their communities, today and tomorrow.

Lastly, I would want the NFMW to develop into the most trusted custodian within local government, growing our members' investments and keeping them informed along the way to a secure retirement.

Employees in the Local Government sector have realised the value of being an NFMW member and many who are not yet members due to the current restrictions, are waiting for the pension funds rationalisation exercise to liberalise the Local Government retirement funds industry for them to join the Fund of Excellence, NFMW."

### *Our Awards*

The NFMW has won numerous Institute of Retirement Funds (IRFA)- Best Practices Industry Awards

**2018 Overall winner Communication strategy**  
**2019 Financial management and reporting, Governance, Investment practices, and a Gold standard award**  
**2020 Best in class - Investment practices, Best in class - Governance, Best practices in Transformation, Best practices in Financial management and reporting and Best practices in Stakeholder engagement and education.**

These awards are a testament to the fund's compliance with all regulatory and other statutory requirements and above all, recognition for setting the benchmark of excellence in Local Government.



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**If we would only listen to the voices of all South Africans, our country could be a wonderful place to live**

# PARTNERING UP FOR REAL CHANGE

With local government elections on the horizon, leaders need to drive change

If there's one thing all South Africans can agree on, it is that **we've just witnessed one of the most devastating global pandemics of our lifetime. Families and communities are dealing with the trauma of losing loved ones, friends and leaders, and our economy continues to constrict with the after-effects of this health crisis promising to be around for a very long time.**

The devastation our communities have suffered is immense, and while we certainly

must give priority to the global crisis, government has assured us that it "cannot allow itself to be distracted from its plans and priorities encompassed in the NDP's Vision 2030, and the seven priorities of government". This sentiment was echoed in Dr Cassius Lubisi's foreword in The Presidency's Revised Annual Performance Plan for 2020/2021. Dr Lubisi, who is secretary of Cabinet and the chairperson of the Forum of South African Directors-General (FOSAD), further states that **the presidency is committed to accelerating service delivery and continually striving to be a responsive and accountable institution that serves all the people of South Africa.**

These words couldn't be more relevant as we once again enter a local government election period.

Now, more than ever, our leadership needs to recommit to ensuring that the basic needs of our communities are met. Service delivery, economic opportunities, health and safety initiatives, and ethical leadership must be pronounced more clearly in our everyday experiences, and local leaders must begin to drive the change more publically.

In this issue of the *Voice of Local Government*, we take a look back at why the implementation of a local leadership infrastructure was critical for ensuring that our day-to-day lives changed for the better. We also examine what has and hasn't worked over the past 20 years in terms of local government delivery and leadership.

**There will always be greater needs and expectations than we may be able to deliver, but there will also always be very tangible wins for communities and leaders who work hand in hand to ensure we see real change.** We take a look across our provinces and highlight just a few innovative and future-proofing initiatives that promise to bring about progress in the way we conduct business, earn a living, and integrate our communities.

We are keen to share more of these innovations and future-proofing ideas so that we can **shift the narrative to how we can learn, be motivated by and encourage our peers within local government structures to partner up for real change.** ■



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## COVID-19 PRECAUTION TIPS



**STAY HOME AS MUCH AS YOU CAN**



**KEEP A SAFE DISTANCE OF AT LEAST 2 METRES**



**WASH HANDS OFTEN**



**WHEN OUT WEAR A MASK**



**SICK? CALL YOUR DOCTOR**



**KEEP OBJECTS AND SURFACES CLEAN**

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# Know your wards for the 2021 local government elections

The MDB has developed a new APP to help you discover your new wards easily:

## WHAT THE APP CAN DO FOR YOU:

Drop a location pin to find out which ward you are situated in real-time.

Find a place or an address to know in which ward it is situated.

Choose a background option of street maps, satellite images, terrains, etc.

Download the APP and make an electronic print of the map and view in any common format (e.g. jpg, png, pdf).

Share the App via email, Twitter, Facebook or Google+



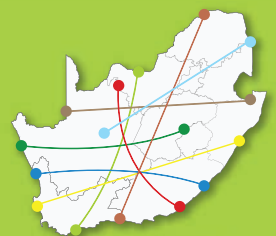
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[www.demarcation.org.za](http://www.demarcation.org.za)

# KnowYourWards    012 342 2481

**mdb**  
municipal demarcation board



**MDB Board Members**  
**From left, back:** Mr Themba Dubazana, Ms Jane Thupana, Dr David Mohale, Ms Namso Baliso, Advocate Monnapula Motlogelwa, Mr Albert Kekesi, and Ms Greta Apelgren-Narkedien.  
**Centre:** Ms Mmatsie Mooki. **Front:** Ms Mbali Myeni (deputy chairperson) and Mr Thabo Manyoni (chairperson).

# UNPACKING THE ROLE OF THE MUNICIPAL DEMARCATION BOARD IN A DEMOCRATIC STATE

This year (2021) marks the 21<sup>st</sup> anniversary of the Municipal Demarcation Board

**T**hroughout its 21 years of existence, the Municipal Demarcation Board (MDB) has strived to redress imbalances of the past to deepen local democracy and promote spatial transformation.

Towards the end of 2020, the board once again managed to deliver 4 468 wards to the Independent Electoral Commission (IEC), following the completion of the ward delimitation process. The total number of wards delimited increased from 4 392 in 2016 to 4 468 in 2021. To this end, an App was developed to encourage stakeholders to familiarise themselves with and easily locate their wards.

## WHY DOES MDB DELIMIT WARDS

Wards are delimited every five years for the local government elections. Wards change because of several reasons such as the change in the number

of voters in a particular ward or area and change in the number of councillors in a municipality.

When delimiting wards, the norm used is the average number of registered voters allowed in a ward in a particular municipality. It is obtained by dividing the total number of registered voters in a particular municipality by the total number of wards for that municipality.

The composition of a ward regarding the number of registered voters must comply with the norm. That means all proposals that come in the form of submissions and objections are expected to comply with the norm. This is an important part of the criteria for ward delimitation as espoused in schedule 1 of the Municipal Structures Act.

In applying the criteria, the MDB is allowed to deviate from the norm by 15 per cent above or 15 per cent below the norm.

In essence, wards are delimited solely to create spaces for electoral purposes. Voting districts are, therefore, used as building blocks for wards.

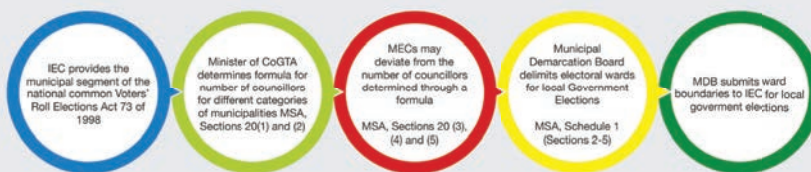
## OUTER BOUNDARY REDETERMINATION PROCESS

In 2018, the MDB concluded the technical municipal boundary redetermination process. From 2019 to date, the MDB could not conduct any municipal outer boundary redeterminations. The process will commence after the 2021 local government elections.

MDB will consider all the cases already in its possession that were submitted before and during the ward delimitation process together with those it might still receive before and after the commencement of the municipal boundary redetermination process.

To enhance relations, the MDB encourages community members to engage and contact the board should community members require clarity or information on the MDB processes. This will ensure that communities are empowered to understand demarcation processes and can participate accordingly. ■

## WARD DELIMITATION PROCESS IN TERMS OF THE MUNICIPAL STRUCTURES ACT



Wards are delimited every five years for the local government elections. Wards change because of several reasons such as the change in the number of voters in a particular ward or area and change in the number of councillors in a municipality.

## MDB'S MANDATE

MDB is South Africa's municipal demarcation authority mandated to:

- demarcate municipal boundaries
- delimit municipal wards
- conduct capacity assessments and
- provide related advisory services.



# LOCAL GOVERNMENT'S 20-YEAR JOURNEY



SALGA CEO Xolile George

**SALGA CEO Xolile George** reflects on local government's remarkable evolution in the past 20 years, during which a new model of local government with clear developmental objectives was established and service delivery had to shift from the few to the many

Under apartheid, local government was mainly reserved for white areas with blacks (Africans, coloureds and Indians) often underserved or not served at all. This resulted in white people having access to things that many people now take for granted, such as water and electricity, while the bulk of the population had no such access.

One of the most profound changes over the past 20 years has been the entrenchment of a wide range of socioeconomic rights for ordinary individuals through the provisioning of basic services such as housing, healthcare, food, water and social security. **These basic services have enhanced the social, economic, environmental, and cultural wellbeing of communities across the length and breadth of the country.**

The statistics do not lie: The latest figures show that, in 2018, 74.8 per cent of households had access to piped water, up from 68.1 per cent in 2002. With regard to electricity, 84.7 per cent of households have access. This is up from 76.6 per cent in 2002. In terms of sanitation, 83 per cent of households are receiving sanitation services, up from 61.7 per cent in 2002. Also, 64.7 per cent of households have access to refuse removal. This is also up from 56.1 per cent in 2002.

**T**he process of change in local government started in the early 1990s during the constitutional negotiations between the African National Congress, which had just been unbanned; the National Party, which had ruled South Africa under the banner of apartheid for almost 50 years; and a range of other political parties, both big and small, who **saw the need for South Africans to negotiate their way out of apartheid oppression and into a people's democracy.** It culminated in the first democratic local government elections at the end of 2000, ushering in a new period for local government and service delivery.

Local government was always going to occupy a special place in the negotiations around future South Africa because of the important role it plays in delivering services to people where they live and work.

One of the most profound changes over the past 20 years has been the entrenchment of a wide range of socioeconomic rights for ordinary individuals through the provisioning of basic services such as housing, healthcare, food, water and social security.



## TAKING STOCK OF THE SUCCESSES AND THE FAILURES

In this issue of *Voice of Local Government*, we review the long and storied history of local government in South Africa and take stock of the successes and failures over the last two decades, as we moved from exclusive to inclusive and from undemocratic to democratic local government structures.

We also look historically at where we have come from in terms of local government and how far we still have to go. As we did at the SALGA National Members Assembly (NMA) "Celebration and Reflection on the 20-year Journey of Local Government Transformation" last year, in this publication we pick the brains of some of the best and most experienced local government experts in the country to help us understand what we have done right and where we have gone wrong.

The NMA, held virtually on 3 December 2020, brought together current and former local government practitioners, senior members of the national and provincial SALGA leadership, current and former members of Cabinet, independent analysts and strategic entities under one roof to reflect on the events that shaped local government over the last 20 years.

The discussions that arose will translate into concrete proposals for action in projects, programmes and policies of government, civil society organisations and other stakeholders in the local government sector. It was more than a talk shop because it tried to find solutions for many of the problems engulfing our local authorities.

In this publication, we also look at the various ways in which local governments are responding to complex challenges such as climate change, water and waste-water management, urbanisation, electrification projects and demand for changing land use.

Our approach is not only to identify and investigate the problems, but also to look at solutions so that we can offer recommendations that would direct local government in the path of progress.

Towards the end of this year, local government elections will be held and residents throughout the country will decide who will serve them in their municipalities for the following few years. Unlike national and provincial elections, local government elections allow residents to decide on some individuals by whom they would like to be served, as well as the party of their choice. Residents need to exercise good judgment in their choice of municipal candidates and political parties.

Ultimately, we aim to build on the foundation that has been built over the last 20 years and take local government to a new and higher level. We can learn from each other's successes and failures. **We must learn to celebrate each other's successes and use it as inspiration for us to do better. But we must also learn from each other's failures and find ways not to repeat history.**

Local government can be a tough environment and, therefore, part of the role of SALGA, as a way of helping municipalities to learn from each other, becomes even more important.

## CONTINUED SERVICE DELIVERY DESPITE THE OBSTACLES

Local government, because of its proximity to the community, has been on the frontlines of the COVID-19 response. Irrespective of lockdown levels, residents still expect their local government to deliver services. As a result, many local government workers, such as dirt collectors and meter-readers, continued to work throughout the pandemic to ensure that there was no interruption in the service levels residents expect from their local government.

Despite challenges such as reduced revenue collection levels, **local authorities across the country have been able to adapt their operations and display resilience throughout the crisis.** The pandemic has given local government, like everyone else in government and business, an opportunity to revisit how we work and to find the most efficient ways to deliver services. Many of the practices that we were forced to adopt because of the pandemic will probably become a part of how we will operate in future.

Towards the end of this year, local government elections will be held and residents throughout the country will decide who will serve them in their municipalities for the following few years. Unlike national and provincial elections, local government elections allow residents to decide on some individuals by whom they would like to be served, as well as the party of their choice. Residents need to exercise good judgment in their choice of municipal candidates and political parties.

This edition of the *Voice of Local Government* is published at a crucial time as the role of local government will come more and more under the spotlight this year.

This publication highlights some of **the most significant steps in what has been an ongoing journey of local government in South Africa. It has not been an easy journey, and it is one on which we continue to learn so that we can improve our services to our most important stakeholders: the people who entrust us with delivering services when they make a cross next to our names or our political parties during elections.**

This issue will, therefore, allow the reader to better understand the history of local government and its relation to the present. It should also be a reminder of what went before and how much things have changed for the better in our country in the 27 years since we became a democracy and the 20 years since local government was democratised.

This is a time for local government to keep doing well in areas where it has already succeeded and to diligently address aspects of local government performance that need improvement. **As we continue to learn, we will continue to improve. ■**

We aim to build on the foundation that has been built over the last 20 years and take local government to a new and higher level.



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Medical Aid for South Africa

*Bonitas*



# MEDICAL AID THE DEVIL IS IN THE DETAIL

Pay attention to the detail and understand the terminology to get the maximum benefit from your medical aid

**L**ee Callakoppen, principal officer of Bonitas Medical Fund, talks about understanding your medical aid and the importance of private healthcare, especially in times of unexpected medical expenses.

## UNDERSTANDING YOUR BENEFITS

Bonitas, along with brokers and financial advisors, has a responsibility to help members become empowered about medical aid regulations, scheme rules and terminologies such as PMBs, DSPs, day-to-day benefits, co-payments, limits, sublimits and savings.

## DAY-TO-DAY DETAIL

Medical aids are not-for-profit and belong to their members. The scheme has the responsibility to manage the funding pool for the benefit of all its members. It's important to look at the day-to-day benefits carefully and ask:

- does your medical aid contract with hospitals, doctors and specialists, are you willing to use them and are they close by? Network providers are there to ensure full or improved cover and charge a pre-negotiated rate. Not using network providers will usually result in a co-payment
- check if you need to be referred to a specialist by your GP

**BONITAS, ALONG WITH BROKERS AND FINANCIAL ADVISORS, HAS A RESPONSIBILITY TO HELP MEMBERS BECOME EMPOWERED ABOUT MEDICAL AID REGULATIONS, SCHEME RULES AND TERMINOLOGIES.**

- does your medical aid offer additional GP consultations after you have exhausted your day-to-day benefits?

## AGE IMPACTS YOUR DECISION

- If you have young children, select an option with enough childcare benefits.
- Check the maximum age of child dependants.
- If you're older, select a plan that provides sufficient in-hospital cover in the event of hospitalisation as well as for chronic conditions.

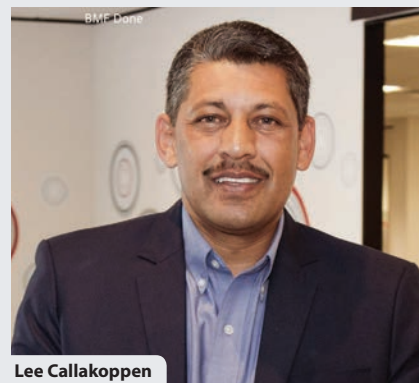
## ADDITIONAL BENEFITS

Additional benefits could include preventative care benefits (such as flu vaccines, pap smears and prostate screenings) and wellness benefits (including blood pressure, cholesterol, blood sugar and BMI measurements). In some cases, this extends to healthcare advice lines, maternity programmes, dental check-ups and more.

## ENSURE AFFORDABILITY OF THE PLAN

When comparing different medical aid options, consider all the costs involved before you make your final decision, such as:

- monthly contributions: as a rule of thumb these should be around 10 per cent of your monthly income



Lee Callakoppen

- generally, the lower the cost of the option, the fewer the benefits. Make sure your healthcare needs will be met by the plan you select.

## READ AND COMPARE

Base your choice of medical aid on the value and value-added benefits. For example, if a medical aid covers MRIs, this doesn't mean it is unlimited. Radiology is expensive so even the top plans limit the number of CT scans, MRIs and other radiology available.

Medical aid needs are dynamic so plans should be reviewed annually. On the Bonitas website, we allow for easy comparison to help members make informed choices.

## EMPOWERING YOURSELF WITH INFORMATION

Take the time to read the information sent to you by the medical scheme or consider using a broker. Brokers know the details of the different plans and can help match you with the best medical cover. COVID-19 retrenchments and reduced salaries mean professional advice is even more important.

Your health and that of your family is important so it is vital that your healthcare needs are taken care of. Education and understanding are imperative because the devil is in the detail. Read the information and fine print and compare what the different plans are offering before you commit. If you are unsure please contact your HR representative, broker or financial advisor for assistance. ■

*Bonitas*

**For more information:**  
☎ 0860 002 108  
🌐 [www.bonitas.co.za](http://www.bonitas.co.za)

# LOCAL GOVERNMENT TIMELINE

**Ryland Fisher** takes a look at the history of the democratisation of local government and important dates

Some form of local government existed in the early days of the Khoi, even before white people landed at the Cape, but this was systematically destroyed under colonialism. This is part of the argument in the doctoral thesis of Professor Louis Scheepers, a former municipal manager who is now an associate professor at the University of the Western Cape's School of Government.

"As part of my PhD, I looked at the development of local government and the state in South Africa from precolonial times. When Jan van Riebeeck came here, it was not as if he didn't find people, and anywhere groups of people live or work together, you'll find systems," says Scheepers.

"Prior to Van Riebeeck, many Europeans came here and wrote up some of the systems,

for instance, what the Khoi had. There was a German guy who travelled up the west coast of South Africa, and he came across a Nama tribe. In this tribe, the women and the children were singing to the chief: 'you are like a hyena. You don't only want the meat and the bones, you also want the skin of the animal,'" he relates.

## LOCAL GOVERNMENT SYSTEM DATES BACK TO 1800s

"This shows that even in precolonial times, there were issues with leadership," explains Scheepers. "When local government was formally established in the 1800s, there was a commission looking at a town treasurer who stole money. **Over the ages in South Africa, we've had issues with local**

## government, and the propriety of officials and councils."

Philip van Ryneveld, a former City of Cape Town chief financial officer and local government expert, says that **the system of local government we have in South Africa really started in the 1890s.**

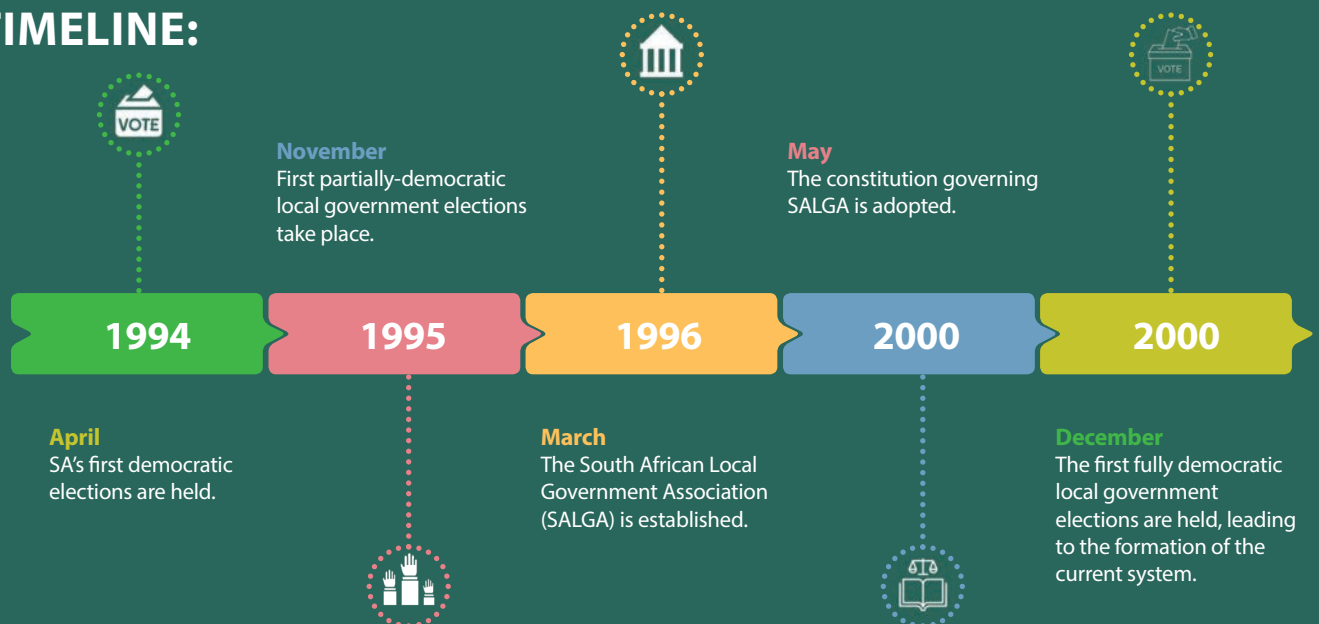
"Those dams at the top of Table Mountain were built in the 1890s. One of the reasons why the Cape Town administration was established was to build those dams to produce the water supply for the city.

"That's when the professional civil service started at local government level in Cape Town. Kimberley was big because they had the diamonds and Johannesburg the gold.



Philip van Ryneveld

## TIMELINE:



**Kimberley was one of the first places anywhere in the world to have municipal electricity.”**

Van Ryneveld says the democratisation of local government in South Africa happened in three phases.

“Under the Local Government Transitional Act, we had a pre-interim phase, an interim phase and a final phase. Pre-interim was when people were talking to one another, but there was no serious administrative restructuring. The interim phase involved many series of administrative restructuring, for example, reorganising into the two-tier system in Cape Town.

“During that time, there was a white paper process, and there was a set of legislation introduced, there was a Structures Act, a Systems Act and a Demarcation Board.

**“It was out of that white paper, for example, that it was decided to go for a unicity idea in the metros and a two-tier system wall-to-wall in the non-metros.”**

**CREATING THE DEMOCRATISED LOCAL GOVERNMENT SYSTEM**

The democratisation of local government started under Valli Moosa, who was then Minister of Constitutional Development and Local Government.

This department was responsible for the system of creating the new local government system. The Systems Act and

the Demarcation Board were all developed by the department. At some point, Constitutional Development was dropped and, under President Jacob Zuma, the department became known as the Department of Cooperative Governance and Traditional Affairs (CoGTA).

Xolile George, CEO of the South African Local Government Association (SALGA), said local government had a long and storied history in South Africa.

“South Africa’s first partially-democratic local government elections took place from November 1995 to 31 March 1996. During this period, 843 transitional councils were established throughout the country from the over one thousand disparate and racially-defined local municipal units.

**“Although these integrated municipalities were not fully democratically elected, they paved the way towards the local government election in 2000, when the current local government system was established.**

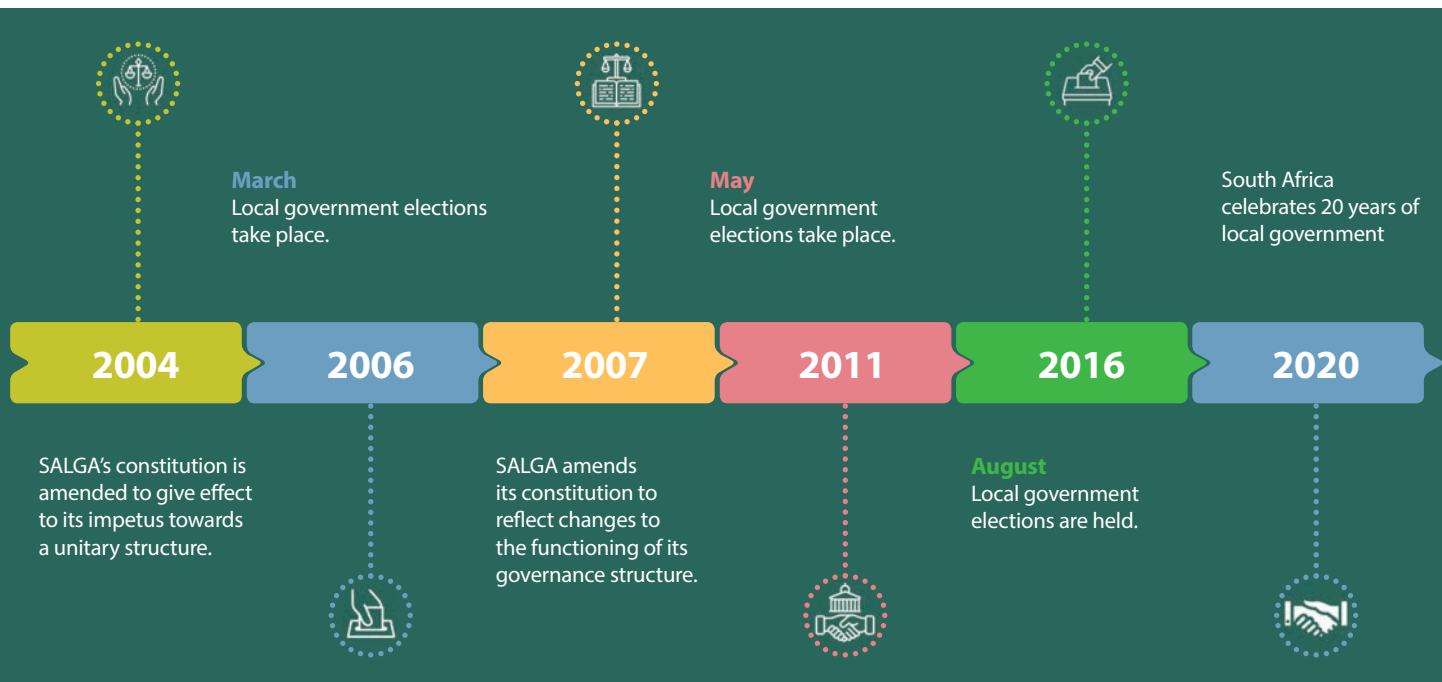
“Significant milestones were achieved during this period. The 843 racially-based municipalities were reduced to 293 and further reduced to 278, comprising 8 metropolitan, 44 district and 228 local authorities. These new structures were autonomous, non-racial and inclusive,” George explains.

“Apart from the Municipal Demarcation Board (MDB), which was responsible for demarcating the outer boundaries and ward boundaries for the December 2000 local government elections – the country’s first fully democratic local government elections – the establishment of the South African Local Government Association (SALGA) in 1996 is another highlight of local government’s long and storied history.

**“As the national leader and voice of South African municipalities, SALGA has played an active role in providing local solutions to national challenges. The organisation, through its work, has done well to empower cities and communities across the length and breadth of the country to lead more prosperous lives,”** George concludes. ■

**“South Africa’s first partially-democratic local government elections took place from November 1995 to 31 March 1996. During this period, 843 transitional councils were established throughout the country from the over one thousand disparate and racially-defined local municipal units.” – Xolile George**

IMAGES SUPPLIED



# REFLECTING ON 20 YEARS OF DEMOCRATIC LOCAL GOVERNMENT

Establishing a basis for democracy at grassroots. By **Ryland Fisher**



South Africa's first democratic elections took place in April 1994. During the four-day voting period, some 20 million people queued for several hours to cast their vote.

"Apartheid local government was not only racially discriminatory, but also prejudiced against black people – service costs were higher for black people than they were for whites and the quality of service was poorer in black areas.

"This was not only related to racial discrimination, but also the structure of local government. **It was not enough to change the colour of the people involved, we had to restructure the system so that it operated differently.**"

Dr Michael Sutcliffe is the former chairperson of the Municipal Demarcation Board, former eThekweni city manager, and presently co-director of City Insight (Pty) Ltd, which advises on the built environment, local government and development.

**H**ow does one go from a situation where community service delivery was racially-based: where whites were served by fully fledged municipalities while others – Africans, coloureds and Indians – were supposed to be served by separate apartheid creations, which were often ineffective and inefficient?

This was the dilemma faced by local government experts who advised the new, democratic government of the Republic of South Africa in the mid-1990s.

Among these advisers was Ivor Chipkin who was involved in PlanAct, which worked with civic organisations in their struggle against apartheid-era local governments in the 1980s.

"I was one of the authors of the 1996 white paper on developmental local government. **The challenge of the design of the new local government system was really to address the legacy of the apartheid system on the delivery of services and to create the conditions for community-driven or people-centred local government,**" says Chipkin, who is director of the Think-tank on Government and Public Policy (GAPP). He also convened the recent 25 Years of Local Government seminar for the South African Local Government Association (SALGA).

**"Now there is a move back to what they call the District Development Model, where they say we need to look at the district municipalities and build areas of economic development around the districts with potential." – Professor Louis Scheepers**

## LINGERING WHITE ENTITLEMENT

He says **the major challenges with the introduction of democratic local government included addressing white entitlement; creating inclusive municipalities; ensuring a smooth transition given that the majority of South Africans had never been represented in local government before;** making the same size "cake" stretch across to "feed" 5–6 times as many people as it had before; and addressing equity not only in the political, but also the administrative and service delivery environments.

Sutcliffe says that white entitlement has not been addressed effectively yet. "Instead of having to confront racism and its effects, two nations have largely continued to exist





Democracy has allowed citizens to protest peacefully when they feel their collective needs have not been met.

with the majority of black and poor people still carrying the burden of apartheid and the whites and relatively richer believing they have lost a lot and are being made to pay.

**“While municipalities have become more inclusive, it has at times been at the expense of valuing competence and ethics. Our transition was smooth, but it has not been helped by, in some cases, a lack of leadership and decisiveness in removing those who act corruptly or who inhibit delivery.**

“Stretching local resources required significant redistribution from the national fiscus, but unfortunately, decisions around the split of the national fiscus continue to affect delivery, particularly with a bloated three-sphere system of government.

“Our courts continue to support our quest for equity, but entitlement coupled with poor delivery has also stifled equity.”

Philip van Ryneveld was a technical adviser to the African National Congress during the constitutional negotiations and later became the chief finance officer of the City of Cape Town. He consults on governance internationally.

He says the major challenges were the separate systems of governance. “The core local government system was white and sometimes they would administer coloured areas. But African areas were mainly outside the system. Many African areas were part of the homelands, so they were not administered in the same way as townships. The huge challenge was to bring these together.”

But this was easier said than done, says Van Ryneveld. **“You had these different service levels. You had many areas where there were no services. You have different tax and tariff structures.** When you align and bring this all into a single system, changes are complex.

“Also, we did the initial restructuring in two phases, which was not necessarily a good way of doing it. In Cape Town, there were 36 local authorities and 16 administrations. Those were reorganised first into a two-tier system of six substructures and one Metropolitan structure called the Cape Metropolitan Council or CMC. Later it was changed and put together again.”

Chipkin says that **one of the biggest problems with the introduction of democratic local government was the inability of some municipalities to pay for services and to be self-providing financially.**

“They took the model of autonomous local government from the white areas and merely transferred it into townships. The Soweto City Council, for example, was suddenly expected to provide the full range of municipal services but also be self-financing, and they were structurally bankrupt. That resulted in the rent boycotts, among other things.

“This drove a movement towards consolidation and unification of local governments in metro areas and within small towns. Rather than recognise them as separate cities, you unified them into a single metro or a single town. **The understanding was that you would pull the resources from a whole metro area and spend it across the entire city.**”

Van Ryneveld says that South African local government had a good period after 2000 and that things began to go wrong shortly after 2010.

“We had done reasonably well, despite having major restructuring in 1995 and

then again in 2000. The 2010 World Cup galvanised a lot of people and many people forget that much of the success of 2010 was delivered by local government.”

## THE POLITICISATION OF LOCAL GOVERNMENT

“Corruption is happening at a national level. I don’t think local government is worse in general than provincial governments or national government, especially if one considers what has been happening in the state-owned entities,” Van Ryneveld says.

“What has also happened is that **politicians have become too powerful in relation to the administrations.** This is strange if one considers that most administrations employ thousands of employees while there might only be a few dozen politicians. The administration is what runs the place, but the politicians give it direction. The politicians have too much power.”

Chipkin agrees that the politicisation of local government was a major problem.

“One of the biggest problems with local government is the degree to which the administrations have become politicised. In ANC councils, political factions within the ANC politicise the administrations, rendering them unstable and fractious and weakening their organisational capacity.

**“Politicians who don’t agree or get their act together should affect political decision-making, but shouldn’t affect the ability of the administration to render basic services. It should still be able to provide water and electricity, and repair roads.”**

Professor Louis Scheepers is a former municipal manager and now associate professor at the University of the Western Cape’s School of Government. He says the politicisation of municipalities also happened in cities or towns controlled by the Democratic Alliance (DA).

“I worked for municipalities in the Western Cape run by the DA and it is scandalous the way they still move resources to the areas that have traditionally received >

**“Stretching local resources required significant redistribution from the national fiscus, but unfortunately, decisions around the split of the national fiscus continue to affect delivery, particularly with a bloated three-sphere system of government.” – Dr Michael Sutcliffe**

## PLUGGED IN

benefits. On the surface, they tick the boxes, so they get good audit results. But **if you do a proper investigation in black communities, you will see that there has been a regress in service delivery and the quality of services,**" Scheepers explains.

### RETAINING EXPERIENCED PEOPLE, HOMELAND SYSTEMS AND THE ROLE OF THE DDM

One of the problems municipalities found initially was the ability to hold onto experienced people while, at the same time, developing others to take over, says van Ryneveld.

"It was critical to keep the existing people with the knowledge and experience and get them on side while bringing in new people with different thinking and new ideas.

**Losing the knowledge and experience at a time when you needed it most was a big challenge."**

Chipkin says that, despite the democratisation of local government, the spectre of the old homeland administrations still loomed large.

"If you look at those areas that have especially weak local governments, largely found in the old bantustan areas, the history of the homeland system is present in local government.

"Those areas of the country where the municipalities are functioning better, such as the Western Cape and Gauteng, are largely areas where there were no bantustans. The rest of the country had to deal with the integration of homelands, which had huge consequences for the way provincial and local governments have worked out.

"That's the one big set of issues," says Chipkin. "The other question though is undoubtedly the degree to which there has been investment in the development of local government administrations. Here the record of the Western Cape is much better than the rest of the country."

Scheepers says that **there was a need to review the effectiveness of municipalities and the move towards the district development model was positive.**



Prof Louis Scheepers



Local government elections have largely been accepted as free and fair.

**"Corruption is happening at a national level. I don't think local government is worse in general than provincial governments or national government, especially if one considers what has been happening in the state-owned entities." – Philip Van Ryneveld**

"Under President Thabo Mbeki, the municipal demarcation board said it wanted to create economies of scale and, therefore, it created these big amalgamations of municipalities. Often, they don't make sense.

**"The way some municipalities are set up geographically makes it difficult for them to deliver services. We know the economic reality of many of these municipalities is a problem. There are vast patches of the country that simply don't have any economic potential.**

"A spatial plan developed under Mbeki identified 52 areas of economic potential in the country. What the Mbeki government did was to say let's understand that there are 52 areas where there is opportunity for economic growth and let's build the economy around these areas. Let's accept that there will always be areas that will be dependent on intergovernmental transfers, areas that will never be able to have enough of their own revenue to manage themselves," explains Scheepers.

"When Zuma came in, he changed that completely with what they called the rural development strategy. He wanted to focus on areas all across the country including the rural areas. That was a mistake because you were spending resources on places with no economic potential.

"Now there is a move back to what they call the District Development Model, where they say we need to look at the district municipalities and build areas of economic development around the districts with potential," explains Scheepers.

### IN A BETTER SPACE

Local government is in a much better space now than where it was 20 or 25 years ago, says Chipkin.

"There are now local governments where there were none before. On the whole, there have been vast improvements in the rendering and availability of services quantitatively. We know this through the number of water connections and electricity connections, although they made huge reversals over the last 10 years. There has been underfunding, but in my mind, it is a no-brainer that there have been huge gains in service delivery."

Sutcliffe agrees that South Africa's people and communities are better off than they were 25 years ago.

**"We have free basic services and systems to assist the indigent, which you won't find in the rest of the world. We now have a democratic system and have had four successful democratic elections.** Before our new system of local government, whites were overserved and blacks were completely underserved. Now that huge gap is narrowing – it is still not closed and will continue to take time, but the racial and gender gaps are slowly closing." ■



# NJMPF – A MEMBER-CENTRIC RETIREMENT FUND

During difficult financial times, it is important to know who you can rely on.

**T**he KwaZulu-Natal Joint Municipal Pension/Provident Fund (NJMPF) has been in existence for 79 years.

The Fund's long history in the retirement fund industry has equipped the NJMPF with the necessary expertise to navigate tough economic turbulences. Employing diversified investment, the fund lives up to its mission of providing superior retirement services for its members.

NJMPF's CEO Bonginkosi Mkhize says that the Fund focuses on developing and retaining a cost-effective retirement administrative platform. His vision for the NJMPF is advanced technological facilities, lower administration fees and prompt conduction of business.

"Several South African employee studies reveal disturbing findings that fewer than 20 per cent of people contributing to a retirement fund, can afford to maintain their standard of living post-retirement." At the NJMPF, we consistently seek ways to improve our members' financial understanding to ensure they make informed financial decisions and can afford to retire comfortably. The Fund provides pension benefits for municipal employees in KwaZulu-Natal and provides members with a choice of products and contribution rates. Special emphasis is placed on financial literacy. Mkhize believes that financial literacy is key to protecting one's money, growing retirement savings and creating a reliable income strategy for retirement.

"Financial illiteracy is a problem that the whole world faces. While financial literacy is always important, it is especially so during periods of economic turmoil and uncertainty," he says.

Mkhize is the first black-appointed CEO of the NJMPF and embodies the true meaning of

reaching the top through hard work, passion and dedication.

The driving force behind the dynamic team led by Mkhize is to put members and staff at the centre of everything.

"We welcome the future with innovation and appropriate technology, strategically positioning our members' total value proposition. At the same time, we ensure that good governance and stakeholder development are always at the forefront of our decision-making."

It should come as no surprise that the fund has received more than 100 awards in a decade.

To contribute towards flattening the COVID-19 curve in the province, the NJMPF donated sanitiser foot dispensers, hand sanitisers, and face masks to all 55 municipalities within KwaZulu-Natal that are associated with the NJMPF.

To maintain stability during the worldwide COVID-19 pandemic, Mkhize says they worked around the clock to maintain investment portfolios that are structured to deliver consistent performance. The team was so successful in their mission that NJMPF pensioners received annual increases in July and were also awarded bonuses in November 2020. The Fund's Board of Trustees is currently investigating various ways of sustainable investing to further benefit members.

The NJMPF acknowledges how fragile life can be – especially with the pandemic – and understands that the elderly are the most vulnerable during this time. For this reason, the NJMPF pledged during the 2020 "67 Minutes for Mandela" to acknowledge and celebrate the lives of NJMPF centenarians



Bonginkosi Mkhize

**"Financial illiteracy is a problem the whole world faces. While financial literacy is always important, it is especially so during periods of economic turmoil and uncertainty."**

who have managed to remain optimistic during these trying times.

The Fund visited NJMPF centenarians in their homes and donated face masks, hand sanitisers, fleece blankets, thermal mugs and fruit baskets.

"Reaching the age of 100 years is truly remarkable. It is important to appreciate these precious individuals. It was interesting to witness the positive outlook and can-do attitude of these elders," says Mkhize. ■

**"At the NJMPF, we consistently seek ways to improve our members' financial understanding."**



**For more information:**  
 ☎ 08610 NJMPF (65673)  
 ✉ info@njmpf.co.za  
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Bringing water to the people has been an ongoing service delivery challenge.

# LOCAL GOVERNMENT TODAY

The current state of local government should reflect a vastly changed society.  
**Ryland Fisher** investigates

**T**he best way to measure the success of local government in South Africa is to **look at the data, which reflects the lived experiences of the people who have had their human dignity restored through the provision of basic services rendered by new city governments.**

This was said by Xolile George, CEO of the South African Local Government Association (SALGA), in response to questions about the state of local government today.

“Official 2018 statistics reveal that 74.8 per cent of households have access to piped water, up from 68.1 per cent in 2002. With regard to electricity, 84.7 per cent of households have been given access, up from 76.6 per cent in 2002,” said George.

“In terms of sanitation, 83 per cent of households are receiving sanitation services, up from 61.7 per cent in 2002. Lastly, 64.7 per cent of households now have access to refuse removal. This is also up from 56.1 per cent in 2002.

“The trend tells us that the provision of services has, over 20 years, lifted millions of people out of poverty and enabled them to enjoy a better quality of life.”

## PROBLEMS AND REMEDIES

George said that, while there has been much progress, especially in terms of municipal transformation and basic service delivery, there are, however, nagging problems that threaten to constrain growth and development.

**“The rural-urban divide persists. Some of the problems of smaller and rural municipalities are structural. Rural municipalities have different levels of revenue collection in relation to urban municipalities. The former generate low levels of revenue because the rural tax base is constrained due to high levels of poverty and limited business activities.** This affects a municipality’s ability to perform its constitutionally mandated functions. The challenge here is how does government create an environment where small and rural municipalities become less dependent on transfers by generating their own revenues.

“But there are challenges that cut across the size and types of municipalities. These broadly relate to issues of governance, accountability, capacity and skills shortages, financial constraints and service delivery constraints to mention just a few.

“There are just too many people in the wrong seats. People don’t have the capacity; they don’t have the interest, but they are there because it is a job or because it is a political deployment.” – **Craig Arendse**

“However, the National Development Plan details various remedies that are essential to improving local government performance, thus placing local government on a positive path to achieving the vision for 2030.

“Consequence management and accountability needs to be strengthened, technical and specialist professional skills also need to be developed in the sector. Municipalities need strong political leadership with a sense of professionalism as well.

“Governance, co-operative governance and financial management in municipalities need strengthening.”

He said that **transforming local government from racially-based, diverse, parallel and multiple structures was an ambitious and difficult undertaking, but local government has come a long way from where it was previously.**

“In the past, local government was fragmented and structured along racial lines. However, a monumental transformation process took place, introducing a new model of local government that would right the wrongs of the past and promote local democratic practices.

“There are many aspects of local government worth celebrating. **Over the past 20 years, significant achievements have been made in increasing access to water, sanitation, and electricity as well as refuse removal to communities that previously had no access to such services.**

“However, much more still needs to be done, particularly for households in remote

rural areas and informal and urban settlements. In addition, the functionality of municipal infrastructure caused by poor operation and maintenance needs attention.

"The performance of municipalities across the board over the past 20 years has been uneven. Some have done reasonably well and have been able to deliver on their core constitutional functions while others have struggled to execute their developmental role.

"However, government is now taking significant steps towards addressing the weaknesses in service delivery, planning, budgeting and implementation in local government.

"In August 2019, Cabinet approved the District Development Model to address some of these challenges.

"This mechanism will improve the delivery of integrated services, the alignment of resources, facilitating inclusive economic development and establishing long-term strategic planning. It is an important step towards resolving the structural weaknesses that exist in municipalities."

George said that **it was up to all levels of government to create a professional public service and a state capable of playing a transformation and developmental role in society.**

"To do this, government needs to forge collaborations with all sectors of society and also provide strong leadership. Government must create an enabling environment that will allow the economy to operate and thrive.

"Strong institutions and infrastructure must be built and maintained. **The public service and local government must become careers of choice, where individuals are recruited and appointed based on**

**"Government is now taking significant steps towards addressing the weaknesses in service delivery, planning, budgeting and implementation in local government." – Xolile George**

**merit and not because of their proximity to political power.** This will allow local government to attract highly skilled people and professionalise the sector.

"Skilled staff, good governance, ethical leadership, consequence management and political will is critical if the local government sector is to be transformed."

He said that providing solutions to the problems facing local government was a government-wide initiative.

**"SALGA together with other government stakeholders engage on an ongoing basis to find ways of providing technical support and increasing the capacity of municipalities to improve their overall performance.**

George said that political parties should prioritise skilled and knowledgeable councillors, who meet a set of minimum requirements, to serve in the sector after the local government elections scheduled for later this year. And, there must be zero tolerance when it comes to the misappropriation of resources.

"Coalition governments are also becoming a familiar feature of local governance. Coalition-led councils must place the interests of their communities above the political parties that are party to the coalition agreement. The municipal administration needs to be insulated

from the instability caused by the political parties leading those councils," George said.

**WE NEED THE RIGHT LEADERS**

Craig Arendse, CEO of Resolve And Change Systems (RACS), said that **South Africans must take ownership of the problems at local government level.**

"We forget that before 1994 governance was not in our hands, not in the hands of black people. There was no sense of belonging, no sense of this is our town. This is our community. We need to regulate the way we provide service.

"I don't think South Africans have ever taken civic responsibility seriously, in terms of governance. We understood how to help a community, but we never transitioned to how we can lead communities from both a resource and service perspective."

He agreed that political parties have to choose the right people to lead in local government. "There are just too many people in the wrong seats. People don't have the capacity; they don't have the interest, but they are there because it is a job or because it is a political deployment. That is going to get us nowhere. The person holding the position should be able to do the work."

The other thing that needs to change, Arendse said, was the influence of political leaders on municipalities. **"It is important for political leadership to be there, but their influence on local matters need to be curtailed. Their job should be in policy and it should be limited to that, further infiltration into governance creates havoc.**

"In terms of the elections, the issue of governance and ethical leadership is a big thing. Can't we vet people who go into senior leadership positions in these municipalities? If they just get elected, they get appointed, and then we have the perpetuation of fraud. Ethically, this would be a big thing to be addressed." ■



Craig Arendse



Electrifying the townships.

IMAGES SUPPLIED

# HARD KNOCK FOR MUNICIPALITIES' FINANCES

The massive impact of COVID-19 on revenue collection, budgets and planning has had a negative affect on municipalities, and 2021 might just be worse. **Rodney Weidemann** reports

**T**here is no doubt that **2020 was a tumultuous year for everyone, what with the effect of the COVID-19 pandemic, the subsequent lockdowns and the impact on jobs, social services and health. So it's no wonder many municipalities struggled during this tough period.**

According to Municipal IQ, an independent research organisation that assesses trends in municipal performance, based on nationally-collected data that is indexed and monitored in pre-defined statistical models, local municipalities suffered more than usual.

Karen Heese, an economist at Municipal IQ, points out that those municipalities most heavily reliant on their own revenue were the ones most compromised by the pandemic.

"Ironically, some smaller municipalities – those with modest budgets and those that are grant-dependent, like those in the former homeland areas – found themselves in a better position. Nonetheless, we mainly noticed slippage across the board, with municipalities struggling in all provinces and categories and on most indicators," she says.

While there were various reasons for these struggles, adds Heese, one particular problem was that municipal planning was thrown into disarray by the advent of COVID-19.

"This was further exacerbated by the fact that **many municipalities delayed capital spending until the fourth quarter, which was then subjected to lockdown. Day-to-day operations such as revenue collection were quite significantly disrupted as well.**"

So were there any municipalities across South Africa that fared relatively well during this especially tough period?

Heese suggests that it depends on how this is measured, adding that a good deal of the data Municipal IQ uses on compliance was pushed out by relaxed reporting deadlines.

"Broadly speaking, the municipalities that performed best in terms of the level of services offered were the metros. Ironically though, these were also the municipalities that tended to see the biggest proportional fall in scores from 2019, with many seeing a huge drop in revenue. Since this is something that they largely self-collect, these entities found it especially difficult to undertake effectively during lockdown. This was due not only to restrictions to their operations, but also adverse economic conditions," explains Heese.

"We were not too surprised that these municipalities still performed relatively well, despite their collection issues. Metros are – typically – the most institutionally robust local government organisations, and have the largest budgets. Several municipalities, particularly Tshwane, were severely compromised in their financial indicators by institutional instability set off by political stresses. Therefore, it would be wrong to generalise that the entire group is better run than any other group of municipalities."

It is also worth noting, she continues, that the **municipalities that fared best on a range of indicators, such as Ekurhuleni, showed strong governance scores on indicators like audit outcomes. Good financial governance is the starting point and precondition for service delivery performance.** This, in turn, attracts investors and builds a strong local environment, which is reinforced by municipal competence.

**"The pandemic only really affected the last quarter of the 2019/20 financial year, whereas it will pervade all four quarters of 2020/21, either through lockdown disruptions and/or the downturn in economic conditions." – Karen Heese**



Karen Heese

Discussing the projected outlook for 2021, she indicates that **municipalities that struggled last year will continue to do so**, but additionally, she fears for even those who were more successful on the whole.

"Remember that the pandemic only really affected the last quarter of the 2019/20 financial year, whereas it will pervade all four quarters of 2020/21, either through lockdown disruptions and/or the downturn in economic conditions. **Local government has also been faced by institutional losses – due to COVID-19 illness or death – and new, typically unfunded, requirements such as the purchase of personal protective equipment (PPE).**

"On the one hand, COVID-19 may well represent a watershed for South Africa, where municipalities that were in a fundamentally unsustainable position, such as Amathole for example, are exposed due to institutional and financial strain. On the plus side, with sufficient intergovernmental support this could, over time, lead to positive changes for residents," Heese concludes. ■

# BOLSTERING THE COUNTRY'S DEFENCE

HENSOLDT Optronics South Africa helps keep South Africans safe by supplying specialised electro-optical systems to the country's defence forces



**H**ENSOLDT Optronics South Africa has been specialising in the development, design, testing, evaluation and production of electro-optical systems for the past 45 years. The company has designed and supplied specialised optical systems like the Argos-II and Goshawk II airborne targeting and surveillance electro-optical products and associated multispectral sensors, laser rangefinders, handheld observation systems and periscopes for the new-build and retrofit submarine market.

In conjunction with parent company HENSOLDT Optronics GmbH, based in Germany, HENSOLDT Optronics South Africa ensures that South Africa's defence and security systems consistently perform at optimal levels.

## STRENGTHS

A market leader in aerospace and military sensor solutions, the HENSOLDT Group constantly develops new technologies and products to counter evolving threats based on disruptive concepts. The global company has a workforce of about 4 500 employees, of which around 300 highly skilled personnel operate from HENSOLDT Optronics South Africa, based in Irene – South Africa's primary aerospace hub.

## SOLUTIONS

HENSOLDT Optronics South Africa has advanced stand-alone capability covering in-house research, development and manufacturing of

complex optronics and laser sensor systems to ensure optimal performance of its sophisticated products. These are deployed on airborne platforms, such as helicopters, UAVs (unmanned aerial vehicles) and fixed-wing aircraft, land vehicles, border control systems and maritime vessels operated by defence forces and law enforcement agencies around the world.

## LRF PRODUCT FAMILY

HENSOLDT Optronics' renowned LRF product family of eye-safe laser rangefinders are designed for high performance. Most of the modules allow for boresight alignment with the host observation systems. The modules have an external communication connector for remote operation and output of electronic ranging data for display and further processing.

## AIRBORNE OBSERVATION PRODUCTS

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# BACKS TO THE WALLS

It's time for change at South Africa's municipalities,  
writes **Jermaine Craig**

**T**here will be a little more power for South Africa's political parties to fight tooth and nail over during this year's local government elections.

When the Municipal Demarcation Board (MDB) handed over 4 468 municipal wards to the Independent Electoral Commission (IEC) at the end of 2020, an additional 76 wards were added to the 4 392 wards contested during the 2016 local government elections.

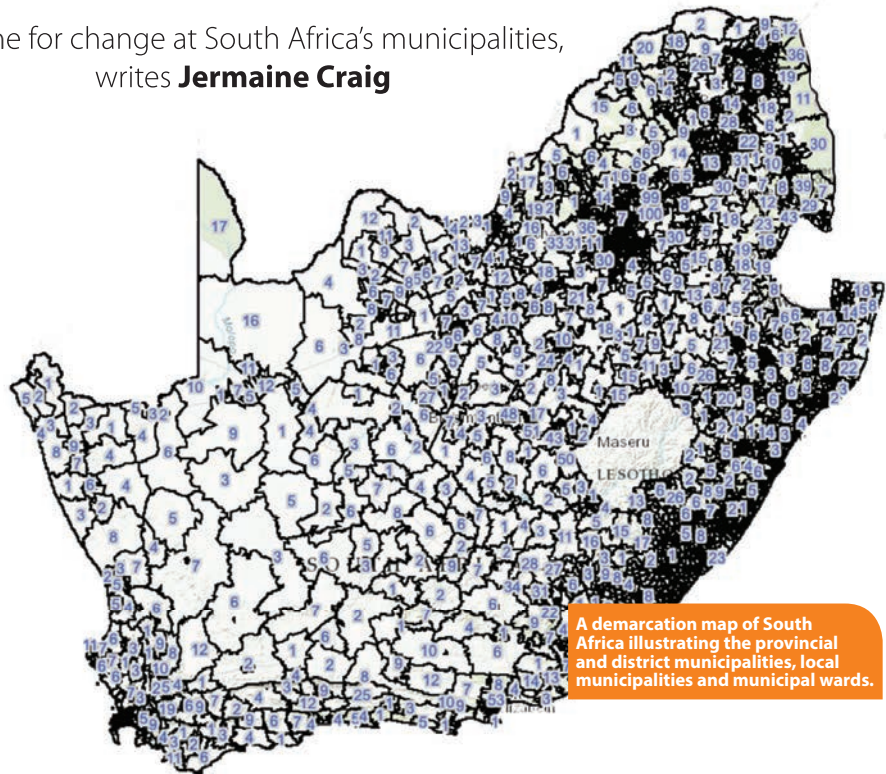
**This year's local government elections – to be held within a 90-day window between August and November 2021 – may well be the last in the current form**, given President Cyril Ramaphosa's introduction of the District Development Model (DDM). The DDM is aimed at ushering in a more enhanced form of integrated service delivery to better serve citizens at local government level.

Ramaphosa stressed that **the DDM is a mechanism to enable all three spheres of government to work together with communities and stakeholders, to plan, budget and implement in unison.**

It has been adopted by the Cabinet and piloted in the eThekweni metropolitan municipality and the O R Tambo and Waterberg districts.

Explaining the rationale for the DDM last year, Ramaphosa called for the rollout of **a new integrated district-based approach to address the country's service delivery challenges and to localise procurement and job creation that promotes and supports local businesses and involves communities.**

"The DDM calls for collaborative planning at district and metropolitan level by all spheres of government, on the basis of a detailed, technically-driven consultative process within government and with communities and stakeholders; resulting in a single strategically focused One Plan for each



A demarcation map of South Africa illustrating the provincial and district municipalities, local municipalities and municipal wards.

of the 44 districts and 8 metropolitan geographic spaces in the country," Ramaphosa said when addressing Parliament.

*Voice of Local Government* spoke to two seasoned local government leaders, current MDB chairperson Thabo Manyoni, and former occupant of that hot seat Dr Michael Sutcliffe, about the country's current wall-to-wall municipalities and their effectiveness and challenges, and support for the DDM's introduction.

Manyoni, a former Mangaung executive mayor, said when handing over the final ward list to the IEC that the ward delimitation process was "a crucial step towards deepening local democracy and promoting spatial transformation within communities".

While South Africans have undoubtedly benefitted from greater access to local government at the most basic level, both Manyoni and Sutcliffe acknowledged the **major challenges that have prevented citizens from truly experiencing "the better life for all" promised with the ushering in of democracy.**

## THE NEED FOR DEMARCATION

"There is a need for a special service delivery/development dispensation for all underdeveloped municipalities – within the District Development Model – to focus on addressing basic socioeconomic infrastructure and other backlogs. Accountable and capable

**"The ward delimitation process was a crucial step towards deepening local democracy and promoting spatial transformation within communities." – Thabo Manyoni**



Thabo Manyoni



Dr Michael Sutcliffe

**“Provinces are largely unable to deal with political problems at a municipal level and so support to local government and interventions in administrative and political challenges have been ineffective.” – Michael Sutcliffe**

“I think that largely people are better off, although I believe we should revisit the macrostructure of local government. I think the ideal state form is to have national and regional government (no provinces and local government being what we call districts/metros today). You must have wall-to-wall local government, but this does not mean you have Category B municipalities everywhere,” said Sutcliffe.

“This won’t happen overnight, but we should start by disestablishing dysfunctional municipalities and implementing District Management Areas in those areas where at least we can build a better capability and developmental local government. The president’s call for a District Development Model is a great step in this direction,” Sutcliffe added.

While in full support and agreement with the DDM approach, Sutcliffe believes such unity and sense of common purpose will be difficult to achieve.

“The greatest weakness in our Constitution was to allow local government to be monitored and supported by provincial (not national) government. Provinces are largely unable to deal with political problems at a municipal level and so support to local government and interventions in administrative and political challenges have been ineffective. **We need to have stronger, more decisive interventions in support of local government. These should be directed by national government with the co-operation of provincial governments and not the other way around.** The fiscal split means only around 8 per cent of the national fiscus goes to local government; it should be at least 15 per cent, given that almost all service delivery (except for health, welfare and education) is largely a local government matter. This fiscal split should be urgently revised,” he said.

He believes an inability to clearly outline the powers and functions of local government has often created unfunded or underfunded mandates.

**“We need to articulate where local powers begin and end and should respect our constitutional requirement that there be spheres of government mutually supporting each other. There should not be a hierarchical system.** Given that we have an already urbanised country (80 per cent live on 2 per cent of the land), we need a national approach to funding new bulks (particularly water, sanitation, energy) and public transport based on where people are/will reside to reduce the apartheid spatial patterns and create more efficient human settlements,” Sutcliffe said. He added that a national strategy, locally driven, was also needed to urgently reduce data costs and increase access to the internet for all households.

### IMPROVEMENTS HAVE BEEN MADE

Sutcliffe is proud of the work done in local government over the past 25 years, especially of the Free Basic Services programme.

**“We had to try and give all South Africans basic necessities such as access to housing, water, sanitation and electricity. South Africa has made tremendous progress in this regard, but we still have to provide a significant number of households. We also must focus more on improving the quality of these services** and ensure we have sustainable repairs and maintenance processes in place. While improvements are being made in this regard, we still have some way to go to reach a situation in which racial and income equality is found,” he explained.

Despite the “mammoth challenges” faced over the past year, Manyoni is confident that the country is well prepared for the local government elections.

“Now that we have achieved a smooth handover of wards to the IEC, I am hoping that current preparatory work towards elections is facilitated accordingly and that free and fair elections are held within the stipulated constitutional timeframes. **I hope the work we have done in the past 18 months or so will contribute towards the national effort to build and strengthen spatial transformation in local government** in line with National Spatial Development strategies and principles,” he concluded. ■

leadership and solid institutions are some of the key areas lacking in local government and must be looked into if we are to ensure that municipalities are to be effective instruments for service delivery,” Manyoni told *Voice of Local Government*.

Explaining the need for the demarcation process, he said **wards are delimited every five years in metropolitan and local municipalities, expressly for electoral purposes, necessitated by changes in the number of registered voters.**

The MDB received and considered 1 206 submissions from 213 municipalities. When the objection period ended, 1 465 objections were received. The MDB considered all objections and confirmed and varied wards for all municipalities countrywide – 90 per cent of 4 468 wards were confirmed as published and 10 per cent of those were varied.

During the public engagements **Manyoni sensed a greater urgency from the public to register for the local government elections, which he felt “may increase the number of voters after the next registration process”.**

### STRONGER INTERVENTIONS NEEDED

Sutcliffe, a former eThekweni Municipality city manager and now founding partner of the City Insight company, supported the president’s DDM move to overhaul local government. However, his personal view was a more radical one, which would see dysfunctional municipalities dismantled.

# A MESSAGE OF SUPPORT FROM THE PRESIDENT OF THE REPUBLIC

President Cyril Ramaphosa's address to the SALGA National Members Assembly congratulates SALGA on 20 years of local government administration and asks them to heed the call for improved service delivery



President Cyril Ramaphosa

It is almost 20 years to the day since we held the first fully representative local government elections in democratic South Africa on 5 December 2000. Since then, **the mission of local government has been – in the words of our Constitution – to “improve the quality of life of all citizens and free the potential of each person”.**

We meet today to reflect on our progress over the last two decades towards the realisation of that mission and to outline the tasks ahead.

We are doing so amid a profound crisis brought about by the global coronavirus pandemic. This crisis has had a devastating impact on human health, on our economy, on livelihoods, on businesses, and indeed on service delivery.

**COVID-19 has been a setback for all spheres of governance, and the great task before us is not only to regain lost momentum, but also to rebuild with added urgency.** We are now in the recovery and reconstruction phase; a phase that will be difficult and long and will require the utmost effort.

## KEY DRIVER OF SOCIOECONOMIC DEVELOPMENT

**Local government is the nerve centre of service delivery, of socioeconomic development and of driving our efforts to build a truly democratic, integrated, prosperous, nonsexist and nonracial society.**

As SALGA, you are at the forefront of transforming local government to make it fit for purpose and serving our people and meeting their needs.

Yours is a constitutionally derived mandate to bring development and opportunities to the people of South Africa.

As we mark 20 years of democratic local government, there are several questions we must ask.

Firstly, has local government been effective in overcoming the injustices of the past? Secondly, what progress have we made in improving the quality of life for our citizens through our local government structures? Thirdly, has local government advanced effective and ethical governance?

It is undeniable that over the past 20 years local government has been a key driver of development in our communities.

Our progress has been substantial, and the quality of life of millions of people has been improved. There are schools, libraries and clinics where there once were none. Communities have sanitation and clean drinking water where they were once forced to fend for themselves. Homes have been electrified and streets have been paved.

The provision of services has, over 20 years, lifted millions of people out of poverty and enabled them to enjoy an improving quality of life.

## MANY CHALLENGES AND MUST-DOS

However, local government also faces a number of very serious challenges.

Poor municipal audit outcomes are a measure of the extent of these challenges.

**The latest report from the Auditor-General points to serious lapses of governance and financial management in our municipalities. For the 2018/2019 financial year, only 20 of the country's 257 municipalities got clean audits.** This is less than eight per cent.

Furthermore, these outcomes appear to be worsening each year. Many of the challenges facing our municipalities are inherited. Among them are massive backlogs in basic services, deep inequality, weak revenue bases, rising demand for services and the devolution of several new powers and functions to local government. Currently, there is also a situation where many municipalities are ill-equipped to take on the responsibilities expected of them.

The picture we have is of vastly uneven performance. Some municipalities have acquitted themselves reasonably or even very well and basic services are now more widely available than before. But others cannot adequately perform even their basic functions, let alone carry out their developmental role. **Coupled with institutional weaknesses like corruption and nepotism, many of our municipalities are facing a crisis of credibility.**

As SALGA, you are at the forefront of transforming local government to make it fit for purpose and serving our people and meeting their needs.



We cannot allow the widespread governance failures in municipalities to continue. We cannot have municipalities that are so dysfunctional that people feel they must resort to violence to be heard.

**We simply cannot afford local government to fail. It is too important to our people and their lives, to our developmental objectives and the very future of this country.**

In August 2019, Cabinet approved the District Development Model to address weaknesses in service delivery, planning, budgeting and implementation in local government. Its primary purpose is to narrow the distance between the people and their government. It is about improving the delivery of integrated services, the alignment of resources, facilitating inclusive economic development and establishing long-term strategic planning.

At the same time, **the District Development Model prioritises building state capacity and strengthening the system of local government.**

During the past year and despite the limitations imposed by COVID-19, we have made progress in institutionalising the District Development Model. We have been able to launch three pilot sites in the eThekweni Metropolitan Municipality, the Waterberg District Municipality and the O R Tambo District Municipality. The Development Bank of Southern Africa has been appointed as an implementing agent, and project management offices and district hubs have been established in the two pilot sites in KwaZulu-Natal and Limpopo. The district hubs will facilitate intergovernmental joint planning, resolve misalignment, and, ultimately, help to provide municipal support and promote shared services. District Development Model champions in the form of ministers, deputy ministers and MECs have been appointed, paving the way for intergovernmental teams to work with districts in a co-ordinated manner.

**Growing local economies is critical if we are to resolve problems of poverty and unemployment.**

The development of the One Plan will transform our intergovernmental planning landscape. As we move towards its completion and eventual adoption, we are intensifying stakeholder engagement. We are working to consolidate grants and rationalise



SALGA president Thembu Nkandimeng together with deputy presidents Councillor De Vos and Councillor Ngangelizwe cut a celebratory cake to mark the 20-year democratic local government journey.

planning instruments. The success of the District Development Model rests on greater co-ordination and collaboration between all spheres of government.

The COVID-19 experience has demonstrated our capabilities in this regard. We have been able to establish national, provincial and district coronavirus councils and centres to drive our response, and, in the main, have been successful in bringing government together.

**As we now rebuild our economy, this approach to collaboration should be used at a local level to support growth and job creation. At the same time, we must resolve the structural weaknesses that still exist. We must step up co-ordination efforts to avoid resource wastage and eliminate duplication of programmes.**

We must ensure that all government programmes address community needs and contribute to developmental objectives, such as poverty reduction and employment creation. Our experience with this pandemic has demonstrated the importance of political leadership in forging collaborative public service networks.

**We must address constraints at municipalities that contribute to weak or poor performance, including capacity-building and skills training. We have to attend with urgency to the issue of maintenance of municipal infrastructure.**

The speed and responsiveness of national government to COVID-19 shows that this certainly can be done where necessary.

### SALGA'S STRATEGIC ROLE

SALGA has a clear strategic role to play in supporting its members to fulfil their developmental obligations.

I call on you to continue to be an active participant in the intergovernmental relations system; to provide common policy positions on key issues; to continue to represent local government interests, and to provide solutions to the challenges facing local government.

**We remain unwavering in our determination to build a society that guarantees a better life for all.**

On this important anniversary, let us establish a firm platform for local government to continue to improve the quality of life of all citizens and to free the potential of each person. I wish you a productive National Members Assembly.

I thank you. ■

We must ensure that all government programmes address community needs and contribute to developmental objectives, such as poverty reduction and employment creation. Our experience with this pandemic has demonstrated the importance of political leadership in forging collaborative public service networks.

# PLANNING FOR A BETTER FUTURE

We all need to work together for South Africa to achieve its goals for a brighter and better future for all citizens, and the National Development Plan is the blueprint for success

**T**he National Development Plan (NDP): Vision 2030, adopted in 2012, is South Africa's long-term plan for achieving inclusive growth, prosperity and improved quality of life for all. The NDP's apex priorities are the reduction of unemployment, poverty and inequality by 2030.

The plan is a multidimensional framework designed to bring about a virtuous cycle of development, with progress in one area supporting advances in others. It calls for a paradigm shift that sees an intentional linkage between institutional, social and economic reforms.

**As we build institutional, physical and human capabilities, we will generate higher employment and earnings, which, in turn, will broaden opportunities and generate the required resources.**

This proposed model of development, at the centre of which is strong leadership, an effective government and active citizenry, integrates and acknowledges the roles, responsibilities and actions of various actors.

As we build institutional, physical and human capabilities, we will generate higher employment and earnings, which, in turn, will broaden opportunities and generate the required resources.

To achieve this virtuous cycle of development and to accelerate our implementation, we need co-ordinated and focused implementation, driven by leadership that is interested, focused and determined. We need social compacts and to build consensus around the contributions and sacrifices required of all sectors and interests.

## REVIEWING THE NDP

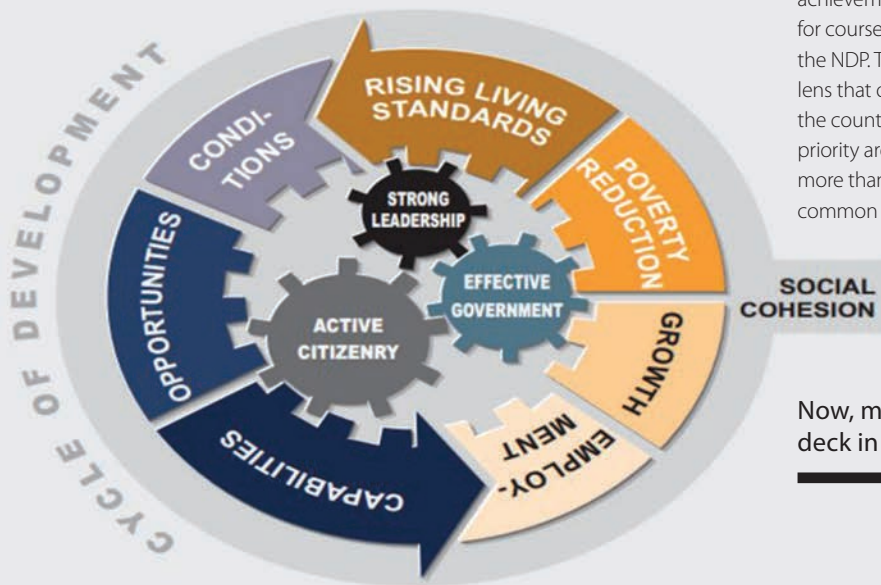
Seven years after the NDP was adopted, the National Planning Commission (NPC) conducted a review of the NDP. This task was undertaken by the NPC in accordance with its mandate as a planning think-tank and advisory body established in 2010.

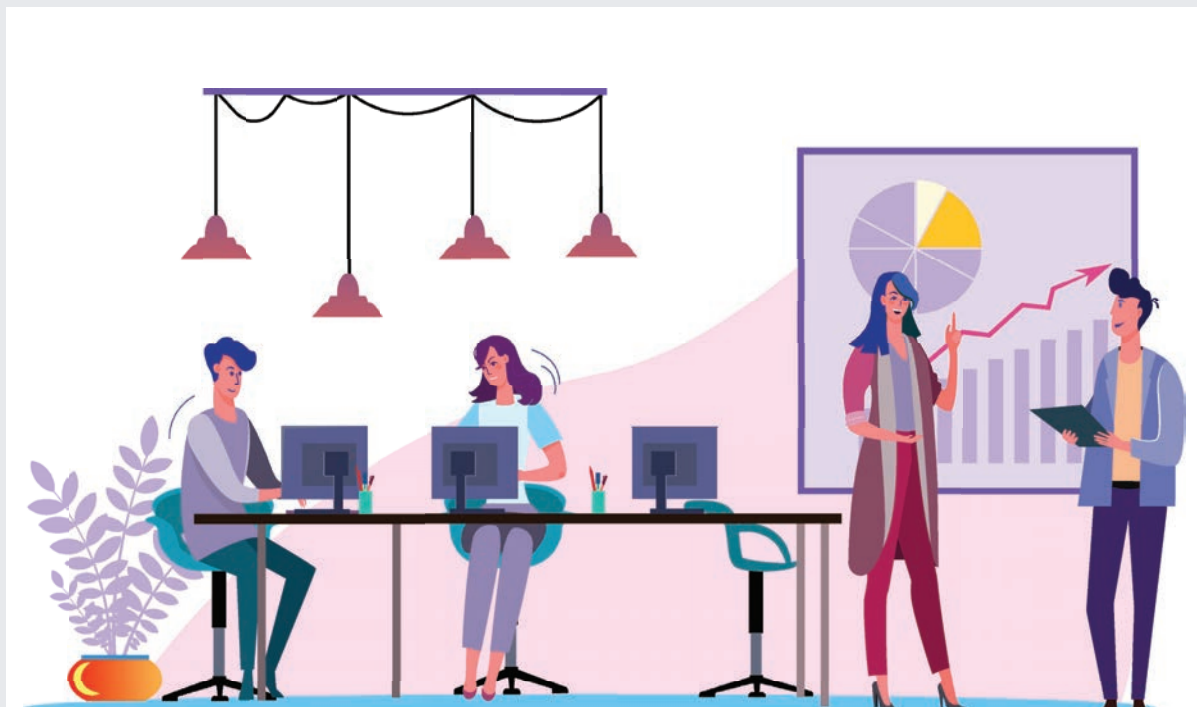
The overall findings of the review indicate that progress towards achieving the NDP's main goals has been slow compared to what was expected. Effective implementation is a central emphasis in the NDP, but this emphasis has not translated into a virtuous cycle of development and improved lived experience for the overwhelmed majority.

Read the highlights of the NDP review on pages 2-4. The complete review, available on the NPC website, details achievements and challenges and makes recommendations for course correction to improve progress in implementing the NDP. The review also provides a prioritisation and focus lens that organises the plan into apex priorities, which reflect the country's key challenges, with recommendations in each priority area that, if acted on, can fast-track progress. Now, more than ever, we need all hands on deck in pursuit of our common good.

**Now, more than ever, we need all hands on deck in pursuit of our common good.**

## AN APPROACH TO CHANGE





# HIGHLIGHTS OF THE NDP REVIEW

- Regarding the main goals, during the past seven years, not much progress had made in reducing poverty, inequality and unemployment.
- The NDP correctly anticipated that achieving traction and progress would require *doing things differently and starting now*. The broad stakeholder and societal support of the NDP since its adoption has not translated into robust implementation and the envisaged broad social compact behind the plan did not emerge.
- Major challenges have been the inability of various sectors of society to place the broader national interest before their own sectoral interest and the lack of trust between government, business and labour. Political and ideological contestations in the state and the governance of the country have shifted the NDP from being the central focus of government. For these and other reasons outlined in the review, the country has underperformed on various interim targets envisioned in the NDP.
- Unemployment, poverty and inequality remain entrenched and together with crime and violence, particularly against women and children, fuel social distress and negative national sentiment. The private sector is largely withdrawn and lacks confidence and initiative resulting in investment, growth and employment being suffocated.
- The economic, social and spatial legacy of apartheid continues to undermine both South Africa's competitiveness and the potential and capabilities of its people, depriving the nation of the skills it needs, resulting in low growth, low productivity, >

**The capacity of the state to drive the NDP's development agenda has been eroded through the weakening and looting of key state institutions, poor management in the public service, ineffective support for SMMEs, rising debt and collapsing confidence.**



**It is imperative to prioritise vulnerable people, especially those living with high levels of poverty, and to be deliberate in narrowing the gap between the rich and poor.**

and high unemployment and inequality. The low-hanging fruit identified in the plan, such as infrastructure, is badly managed and neglected. In the period under review, state-owned enterprises (SOEs) are weighing the economy down, instead of contributing to driving growth and transformation. Corruption has become systemic and prevails in the state and the private sector.

- The capacity of the state to drive the NDP's development agenda has been eroded through the weakening and looting of key state institutions, poor management in the public service, ineffective support for SMMEs, rising debt and collapsing confidence. The prevalence of poor service delivery, coupled with a slow-growing economy with limited inclusivity, is negatively affecting the social wage and undermining social cohesion.
- The majority of the population is not participating fully or equitably in the economic mainstream, because of the continuing discriminatory structure of the economy. Inequities in wealth, income and assets have deepened inequality and reinforced social exclusion, especially of women, girls, youth, and persons with disabilities. Inadequate distribution of social services, work opportunities and redistribution of assets to the majority of the poorest citizens in townships – in rural and

**Inequities in wealth, income and assets have deepened inequality and reinforced social exclusion, especially of women, girls, youth, and persons with disabilities.**

peri-urban areas – are a direct result of a flawed economic model. This is accentuated by implementation weaknesses, maladministration and corruption.

- Social welfare services for children, women, persons with disabilities, and youth in trouble with the law, survivors of violence and abuse, and the elderly are inadequate. The country lacks a co-ordinated impact and results-driven services delivery model for development.
- In the face of these challenges, South Africa's social protection system represents a significant intervention to ameliorate poverty and help vulnerable households deal with unforeseen shocks. Social protection in the form of social grants cushions the poorest individuals from absolute poverty and is a lifeline for many households (approximately 40 per cent). However, many do not receive such protection despite extreme poverty. The current fiscal constraints pose a dire limitation to sustaining the progress made thus far. However, the demand for these services has shown such growth that benchmarking is focused on how many more beneficiaries are added to the support databases, rather than on reducing the number of dependent people.
- The effective and sustainable reduction of poverty and inequality requires that the extremely high initial income gap be addressed. Since the adoption of the NDP, the economy has been on a prolonged slowdown. Unemployment, especially among women and the youth, remains high, and education and skills outcomes need improvement. These challenges are exacerbated by South Africa's vulnerability to external shocks and a weak global economic environment, coupled with inefficiencies in the manner that state resources are allocated and spent to deliver basic services. These inefficiencies are partly the consequence of a lack of capacity, as well as the absence of appropriate leadership. Together, this is a breeding ground for deep and systemic corruption.
- Furthermore, public finances are constrained, limiting government's ability to expand its investment in economic and social development. Poor service delivery and a culture of labour unrest and widespread

strikes create ruptures that undermine the growth of the social wage. The economy's debt-to-GDP ratio and progressive downgrades by sovereign rating agencies inhibit further borrowing to finance government's expenditure.

- The country's social and economic challenges pose intractable hurdles to the promotion of social cohesion and social compacts as envisaged in the NDP.
- The privileges that are attached to race, class, space and gender remain entrenched. Despite the improvements achieved since 1994, race, class and spatial location continue to dictate the quality of public services among the citizenry in the country. These challenges are magnified by population growth and migration. And, by all accounts, government's initiatives towards fostering social cohesion in South Africa are inadequate.
- There is thus an urgent need for course correction to get the NDP back on the path envisioned in the NDP to 2030. This entails the crafting of an implementation strategy, which focuses on tackling the most pressing issues. Among these issues are fixing the state and its agencies to restore governance and service delivery, being decisive in professionalising the public service and stabilising management and leadership within the state, pursuing fiscal sustainability, and eliminating corruption. The leadership of the current sixth administration in government has embarked upon addressing these and other issues. This provides a good basis to urgently and decisively re-invigorate implementation of the NDP with strategic coherence, in which roles and responsibilities in the state and among social partners are clearly articulated, and accountability is enhanced.
- It is imperative to prioritise vulnerable people, especially those living with high levels of poverty, and to be deliberate in narrowing the gap between the rich and poor. This must build on existing social wage and social protection policies and measures. Renewed consensus is required on how the economy

State-owned enterprises (SOEs) are weighing the economy down, instead of contributing to driving growth and transformation. Corruption has become systemic and prevails in the state and the private sector.

### Public finances are constrained, limiting government's ability to expand its investment in economic and social development.

can be built to create broader and more inclusive growth. This must confront the deep-seated structural causes of poor growth and job creation, low inclusivity, low competition and competitiveness, and the inequities in ownership, wealth, and income distribution.

- The country's economic model needs to change to enable a more dynamic, higher growth and inclusive trajectory, and a deliberate focus on previously neglected townships, former Bantustans and rural areas, where the majority of the population live. An integral part of a renewed consensus on the economy must of necessity include building and deepening consensus around a common vision for a "just transition" to a low-carbon, climate-resilient economy and society, and also engage the ongoing transition due to digital and fourth industrial revolution technologies. Developing pathways to manage these transitions is crucial.
- Achieving inclusiveness and resilience on the economy and society is imperative, and must cater for all people through affordable, decentralised, diversely-owned renewable energy systems; as well as conservation of natural resources; equitable access to water resources and sustainable, equitable and inclusive land-use for all, especially for the most vulnerable. The high value placed on healthy ecosystems, land, water and air, underpins the future and ensures a better life for all who live in South Africa. >

### DID YOU KNOW?

**Debt servicing costs for the 2019/20 budget constitute 11.1 per cent of total government expenditure and are expected to become an increasing share of expenditure. As a share of total revenue, it has increased from 10 per cent in the 2011/12 budget to 14 per cent in the 2018/19 budget. This poses a risk to government's ability to prioritise social expenditure and deliver services.**



**For more information:**

- @NPC\_RSA
- National Planning Commission of South Africa
- www.nationalplanningcommission.org.za

# DRIVERS OF IMPLEMENTATION

The NDP review identifies several drivers of implementation:

- strong and trusted leadership
- national planning: clear prioritisation of plans and measurement tools
- skilled public service and effective co-ordination
- accountability for delivery failures
- participatory governance where all sectors and communities play a role in their development
- effective and clear communication.

# PLAY YOUR PART

Since the adoption of the NDP, the strong political will and leadership to rally society and social partners in the implementation of the plan has declined. This lack of inspiration and slow implementation has left the country well short of its 2030 vision and targets. One of the NDP's greatest strengths is its ability to speak to the aspirations of South Africans across sectors, industries and communities. While government must be the champion

of the plan and lead implementation, all of society must see themselves as stakeholders in its implementation.

### COVID-19 LEARNINGS

The COVID-19 pandemic has reinforced our understanding of the weaknesses in the public sector and the ravages of inequality in our society. It has also revealed what we are capable of when we have our backs to the wall and government is forced to organise itself better internally and to collaborate

urgently and innovatively with civil society.

The NPC is proposing the adoption of several implementation pathways towards an action-oriented approach that signals a shared vision and course of action towards a predetermined end. The pathways proposed below are catalytic suggestions to move the country forward towards the shared goals in the NDP. ■



# ECONOMIC ENGINE FOR GAUTENG'S WESTONARIA MINING TOWN

The phased Westonaria Borwa Mega Project is giving this small mining town a huge economic boost, reports **Denise Mhlanga**



Westonaria Borwa Mega Project Phase 1

**P**roclaimed in 1938, the once sleepy mining town of Westonaria, west of Gauteng, is now a thriving hub of economic activity.

Through the phased Westonaria Borwa Mega Project, **the town has been able to revive economic activity and create jobs for the locals**, says Rand West City Local Municipality executive mayor, Councillor Brenda Mahuma.

"It is strategically positioned close to economic and employment opportunities, public amenities, major transport routes and bulk services," she says.

Project stakeholders include Crimson King Developments, the Gauteng Department of Human Settlements, Westonaria Local Municipality and the National Department of Human Settlements.

On completion, it will have about 16 000 housing units consisting of subsidised housing, bonded and FLISP (Finance Linked Individual Subsidy Program) apartments and 100 000m<sup>2</sup> of commercial property developments including a regional mall and industrial park.

Apart from job creation, **the project is predominantly earmarked for the provision of fully-subsidised housing, which assists to a large extent in the reduction of existing housing backlog within the West Rand region**, says Albert Vrey, director at Crimson King Developments.

He says there is no cost per se for subsidised housing. Houses are provided by national government to qualifying beneficiaries and not sold by a developer to end-users.

National government makes available a set amount, known as the subsidy quantum, currently R116 867 for a 40m<sup>2</sup> house. This amount is revised at the discretion of the National Department of Human Settlements from time to time.

Crimson King Developments offers bonded houses measuring 50m<sup>2</sup>–70m<sup>2</sup>, and currently selling for between R529 000 to R639 000, depending on the size of the house.

Vrey says the targeted average rental rate within the project will range between R750 to R3 500 per month, from a single room and double room flat to a bachelor flat.

**"The planned regional mall estimated to measure 40 000m<sup>2</sup>, and the industrial park will further serve to reduce unemployment within the area**, at the same time, increasing household incomes and the earning ability of previously disadvantaged individuals," says Mahuma.

Since August 2011, the project has provided construction contract employment of between 80 to 450 jobs per month onsite.

## FAST FACT

**The average unemployment rate in greater Westonaria is 29.5 per cent, while the youth unemployment rate is 39.3 per cent.**

Source: Statistics South Africa

## PROJECT ACHIEVEMENTS

The multiyear project valued at R12.8bn commenced with the development of phase one in August 2011.

"Project completion is dependent on market uptake from the private sector and the availability of budget from the relevant government departments," says Vrey. These include the Gauteng Department of Human Settlements and the Department of Energy, with whom the developer partners.

To date, **2 047 subsidised houses have been constructed, handed over and occupied by qualifying beneficiaries** with another 821 under construction including walk-up units (buildings without an elevator).

Within the private sector space, 150 mine houses have been completed, transferred and occupied, 80 private houses have been sold, with some completed rental housing units awaiting occupation, Vrey explains.

He says two school stands have been sold to the Department of Education, but have not yet been developed.

**Several business stands like a fully developed filling station, commercial stands such as a fully operational brick plant, and other land use stands such as churches, creches and small business stands have been sold to the private sector for development.**

Additionally, a new electrical intake substation for the whole development, as part of a multiyear project is under construction.

Since August 2011, the project has provided construction contract employment of between 80 to 450 jobs per month onsite.

**"Employment is 90 per cent locally-based, with various training programmes initiated by the developer over the years to empower and uplift local contractors and labourers.**

"The project is helping to alleviate unemployment, and is the third-largest employer within Westonaria, after the mines and the local municipality," adds Vrey. ■



Margaret Skosana



Two students from the Film and Television Production learnership programme with Sbu Matsinye (middle).

**T**en students from a learnership programme designed by the Nkangala District Municipality and training service provider Limco Management and Consulting as part of an effort to curb youth unemployment got a call in 2019 to be part of an international short film known (at the time) as 'The Prince'. Little did they know that they were getting their practical experience on Beyonce's and Walt Disney's *Black Is King* movie.

**South Africa has successfully positioned itself as a preferred shooting location for numerous blockbuster international movies** over the years. From Denzel Washington's *Safe House* to the star-studded *Avenger: Age of Ultron* movie, local locations have long caught the eye of overseas filmmakers.

Launched in 2019, **the Film and Television Production NQF Level 5 learnership programme got off to a great start by securing a placement for its learners on an international Disney movie** led by cultural icon Beyonce Knowles in its first year.

"The aim was to create employment opportunities for the youth from the Nkangala district in the film and television industry as filmmakers who can tell our African story," says Sbu Matsinye, MD of Limco Management and Consulting.

Matsinye indicates that (before launching the learnership) Limco ran an intensive recruitment drive on all local media platforms to ensure that the information about the programme reached all the potential beneficiaries.

**"The learnership programme was tailored for learners from every municipality in the Nkangala district,** from the Steve Tshwete, Victor Khanye, Emalahleni, Dr J S Moroka, Thembisile Hani to Emakhazeni municipalities," he adds.

**"The aim was to create employment opportunities for the youth from the Nkangala district in the film and television industry as filmmakers who can tell our African story." – Sbu Matsinye**

## NKANGALA DISTRICT SHINES ON SCREEN

South Africa's film students shine behind the scenes of Beyonce's *Black Is King* movie, writes **Levi Letsoko**

The programme garnered much interest from young people in the Nkangala area. **Municipal manager Margaret Skosana says her municipality is dedicated to skills development programmes aimed at equipping young people for employment opportunities.**

"The programme runs for a year. The municipality wanted to give the young people of Nkangala exposure to the creative arts and film industry. We recruited the learners and funded the programme by paying for the training and providing them with stipends for the duration of the programme," says Skosana.

**"The programme targets young people up to the age of 35 and provides them with LG seta-accredited training.** It offers theory and practical training and certification once the programme is completed," she adds.

Skosana says that the programme's key objective is to ensure that young people are provided with training opportunities to make them more employable and marketable in the highly competitive film and television industry.

During a meeting with SALGA representatives (including Skosana), the African Technology Foundation (ATF) and the Lights, Camera, Diaspora team in San Francisco, a plan was unveiled on how to boost the film skills

of South Africa's young people. **The timing of this initiative was perfect as it was in-sync with the goals of the learnership programme** piloted by Nkangala Municipality.

"We had thirty learners on the programme and we selected ten of them for the *Black Is King* movie. The selection was based on the criteria set out by Lights Camera Diaspora company," says Skosana.

Matsinye believes that **the learners were afforded a great start to their careers by being given the opportunity to work on a huge production,** which will definitely change how they pursue their careers in the industry.

"We want all our learners to achieve great success in the film industry. This production helped to elevate local talent to a new level," he concludes. ■

### LUCKY LEARNERS GET HANDS-ON

Learners enlisted for production training on *Black Is King*:

- Ashley Mentor – director's team
- Portia Mashigo and Nkululuko Sibanyoni – pre-production admin
- Sphiwe Skosana and Ntabiseng Mothoa – camera crew
- Sibusiso Mathebula and Donald Zitha – lighting crew
- Thabo Phora and Ernest Masango – grips crew
- Millicent Skosana – make-up and styling.





The Master Nakedi Indoor Sports Centre has been a blessing to the community of the Ngwathe Local Municipality in the Free State.

## MULTIPURPOSE CENTRE IS THE HEART OF A COMMUNITY

In the Free State's Ngwathe Local Municipality, the Master Nakedi Indoor Sports Centre has become a community hub providing residents with an opportunity for recreation, sporting events and other important gatherings. **Dale Hes** reports

**T**he Master Nakedi Indoor Sports Centre, in the settlement of Tumahole in Parys, was completed in 2016 at a cost of R35-million as part of the provincial Department of Sports, Arts, Culture and Recreation's quest to transform the sport and recreation infrastructure of the province.

The centre was **developed to cater to several sporting and cultural events. It boasts sophisticated facilities including a netball court, basketball court and indoor soccer field, along with a gym area.** Since its construction, the centre has also been used to host important events such as the handing over of title deeds, public participation meetings, youth development activities and school expos. The centre has also hosted various art exhibitions.

"The centre has made a huge difference in our society as it is a truly multipurpose facility. Before its construction, the community of Tumahole had limited opportunities for sporting and cultural activities," says Ngwathe Local Municipality spokesperson Steve Naale. "Before stringent lockdown regulations were put in place, the centre became a real hub for the community. We are very grateful that the provincial department invested in this project."

### IMPORTANT VENUE FOR YOUTH DEVELOPMENT AND HEALTH ACTIVITIES

Naale says that **the sports centre has been particularly useful for youth development activities.** "We have seen the centre being used by the youth for a number of activities such as gymnastics, aerobics and youth dialogue. **Youth development is crucial for us as a municipality; our youth need to access opportunities that will enable them to become active and prosperous members of society,**" he explains, pointing out that the centre also recently hosted the mayor's Poverty Alleviation Programmes. "These are

"The centre has made a huge difference in our society as it is a truly multipurpose facility. Before its construction, the community of Tumahole had limited opportunities for sporting and cultural activities." – *Steve Naale*

### FAST FACT

**The multipurpose centre is named after the late freedom stalwart Master Nakedi who played a crucial role as an activist in advancing the course of liberation in and around Tumahole.**

outreach programmes aimed at advancing development for young people."

Malebo Magashule, a ward councillor in Tumahole, says that the centre has provided a safe space for the youth to go to every day. **"Every day, there are aerobics sessions where children can go to exercise. With the gym there as well we are very thankful that people have a space where they can stay healthy."**

Magashule adds that the centre also played a very important role in spreading awareness about some of the issues facing communities. **"It has been a gathering place where important issues such as gender-based violence, HIV, and drug abuse, among other health and social issues, can be discussed.** This is a very important place for Tumahole, especially when you consider the number of other functions that the space is used for," Magashule concludes. ■

### DID YOU KNOW?

**Bafana Bafana striker Tokelo Rantie hails from the streets of Tumahole.**



A water project in the Eastern Cape will soon bring fresh water to more than 40 000 rural residents.



## FLAGSHIP WATER PROJECT NEARS COMPLETION

The Tsomo River Abstraction and Water Treatment Works in the Chris Hani District Municipality in the Eastern Cape will soon be providing water security for thousands of vulnerable community members in the municipality. **Dale Hes** reports

**C**onstruction of the Tsomo River Abstraction and Water Treatment Works project started in 2016, and is currently 99 per cent complete. A total of **R215-million has been spent on the project, which is expected to be fully functioning in the next few months.** Once completed, more than 40 000 households in rural villages will be connected to a reliable water source. The municipality recognised that these villages were suffering from a water supply crisis due to underdeveloped infrastructure and ongoing drought conditions, which prompted the ambitious project.

Chris Hani District Municipality executive mayor Wongama Gela explains that the project is a pioneering one, involving regional and cross-border bulk water supply from an abstraction weir on the Tsomo River, benefitting local municipalities in both Chris Hani District and the neighbouring Amathole District Municipality.

**The water treatment works will supply bulk purified water to 47 632 households from areas of Intsika Yethu such as Tsomo town, Ngcobo and Mnquma.** The beneficiaries will be served through numerous different projects in various municipal areas. Some of these projects have already been

constructed and are ready to be supplied purified water, while others are still under construction or in the planning stages," he says.

**The provincial Department of Water and Sanitation provided the funding for the project through the Regional Bulk Infrastructure Grant.** Implementation has been part of a co-operative initiative with Amathole District.

"The implementation and provision of water services is governed by a Memorandum of Understanding between key role players: Chris Hani District Municipality, Amathole District Municipality and the Department of Water and Sanitation," explains Gela.

Due to the magnitude and complex nature of the project, construction has been completed in five phases. These involved constructing a number of bulk pipelines from several reservoirs, installing infrastructure necessary to supply water to the villages and building the water treatment works.

In implementing the project, the Chris Hani District Municipality focused strongly on providing work to local companies.

**"The project has created job opportunities since its implementation where locally-based small, medium and micro enterprises (SMMEs) were used for**

The project is a pioneering one, involving regional and cross-border bulk water supply from an abstraction weir on the Tsomo River, benefitting local municipalities in both Chris Hani District and the neighbouring Amathole District Municipality.

the construction of the buildings, roadworks, paving, gabions, and reinforcing steel fixing. **Material for the project was also sourced from locally-based suppliers, residing within the Chris Hani District Municipality area of jurisdiction.** A total of 1 692 job opportunities were created over the period for local people with recruitment of youth and women in the majority," Gela points out.

He adds that the hard-working project team has now commenced with the commissioning of functional components of the projects – testing if all the components work together.

**"The team on site is progressing well and is on track with major works of the project with only minimal work outstanding on the roads, stormwater, buildings and general finishing.** Future phases of the project will extend the bulk supply to Xolobe, Mzomhle, Banzi and the Cluster 8 project in Engcobo. The project is expected to be finished soon and has significantly assisted to stimulate economic growth in our area", concludes Gela. ■

# ROLLING OUT ELECTRICITY TO HOMES AND BUSINESSES

More than 5 000 households in the Dr Beyers Naude Local Municipality now have electricity following the completion of an extensive electrification initiative, writes **Puseletso Mompei**

**D**r Beyers Naudé Local Municipality is the third-largest local municipality in the country. Located in the Eastern Cape, the municipality spans an area that includes the towns of Graaff-Reinet, Willowmore, Aberdeen, Jansenville, Steytlerville, Nieu-Bethesda, Klipplaat, and Rietbron as well as several smaller settlements and surrounding farms.

**Several infrastructure projects were rolled out between 2010 and 2018, including an extensive electrification initiative. The grant to roll out the electrification projects was administered under the national electrification programme as detailed by the Department of Energy.** The funds were utilised in the extension and upgrading of the existing medium voltage electrical network to strengthen the load capacity to Kroonvale and Asherville area in Graaff-Reinet.

The infrastructure investments were intended to boost the local economy, which includes agriculture in the form of wool, mohair, ostrich, poultry and red meat production as well as tourism. **The projects also afforded the public access to basic electricity as stipulated in the National Development Plan (NDP).**

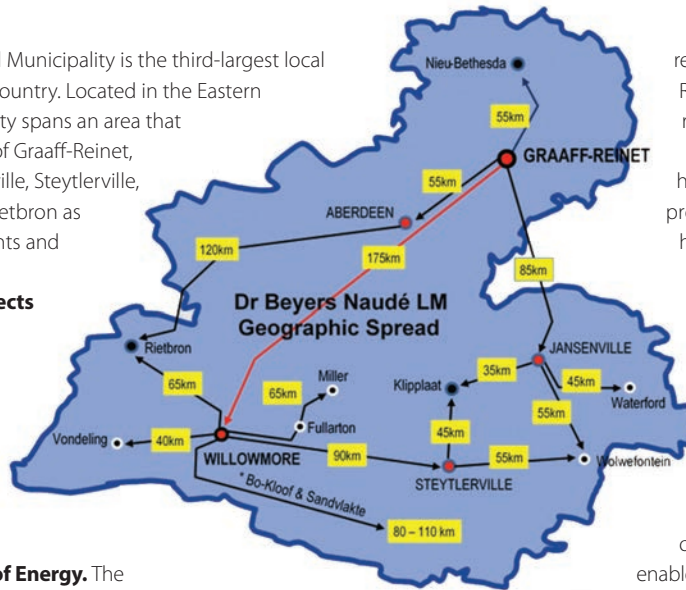
The scope of work included replacing a nine-kilometre overhead power line to reduce total losses in the power system. The municipality installed six new 315 KVA mini substations with medium voltage and low voltage switchgear, and replaced medium voltage and low voltage switchgear and transformers in three distribution substations.

Albertus van Zyl, manager electrical services at Dr Beyers Naude Local Municipality, says **all the projects were successfully completed within the estimated time and budget for each financial year.**

The timelines include the period taken to appoint consulting engineers to prepare tender documents, the tender evaluation and adjudication process, and the process of appointing service providers, with adequate project planning required at the beginning of each project and constant monitoring during the project.

Van Zyl says: "The projects were designed to deliver an efficient supply to the area and to ensure a more effective electrical distribution network to existing and future households."

**IMPACT OF BRINGING ELECTRICITY TO COMMUNITIES**  
**About 5 200 households benefitted from the electrification projects, which were ultimately intended to improve the standard of living of citizens, especially the most disadvantaged.** The project



resulted in the electrification of 740 new RDP houses, which previously had no reliable electricity supply.

The installation of five 30-metre-high-mast lights was also part of the project. The light level provided by high-mast lighting increases visibility and provides a sense of safety. It enhances the quality of life in areas where no other artificial light is provided, increases night-time activities and provides a safe environment.

## UPGRADING PROJECTS

Infrastructure ages and deteriorates over time and the ability of the grid to enable new functions was a priority for the municipality. It embarked on **upgrading projects**

**to ensure a more effective electrical distribution network to existing and future households in the supply area.**

The upgrade projects were completed between 2010 and 2019 within the municipality's electrical supply area, impacting the towns of Graaff-Reinet, Aberdeen, Jansenville, Willowmore and Steytlerville. ■

## UPGRADE PROJECTS 2010–2019

Project	Location	Period	Cost
Upgrading of 11 KV infrastructure	Kroonvale (Graaff-Reinet)	2010/2011 financial year	R5 000 000.00
Upgrading of 11 KV power lines	Kroonvale (Graaff-Reinet)	2012/2013 financial year	R1 600 000.00
Electrification of 700 RDP houses	Asherville (Graaff-Reinet) and Thembliziswe (Aberdeen)	2013/2014 financial year	R4 000 000.00
Installation of MV and LV network to new industrial development area	Graaff-Reinet	2014/2015 financial year	R1 600 000.00
Installation of five new high-mast lights	Lotusville (Aberdeen)	2015/2016 financial year	R1 400 000.00
Replacement of old streetlights with energy-efficient streetlights	Willowmore and Steytlerville.	2016/2017 financial year	R3 000 000.00
Upgrading of 11 KV infrastructure	Kroonvale, Graaff-Reinet and Jansenville	2017/2018 financial year	R7 000 000.00
Upgrading of 11 KV infrastructure	Asherville, Graaff-Reinet	2018/2019 financial year	R5 000 000.00



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as a integrated or split meters)

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- Tamper protection



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# EKURHULENI AEROTROPOLIS: GAUTENG'S MULTIBILLION INVESTMENT AND INDUSTRIAL HUB

To date, billions of rands have been invested into the groundbreaking City of Ekurhuleni Aerotropolis with additional investments planned for the 30-year master plan. By **Denise Mhlanga**

In 2010, the City of Ekurhuleni through the Municipal Spatial Development Framework introduced the Aerotropolis master plan.

It was then developed and approved in 2013, positioning the city as a hub of investment and industrialisation, says Nhlanhla Cebekhulu, divisional head for communications and media relations at the City of Ekurhuleni.

**“The Ekurhuleni Aerotropolis anchors the Eastern Development Corridor as Gauteng’s hub for manufacturing, logistics and transport industries. It also contributes towards the development of the SMME sector as a key driver of growth,”** says Cebekhulu.

He explains that the Aerotropolis is a platform for a host of physical, social, governmental, and economic planning efforts intended to improve the lives of Ekurhuleni residents and communicate a message of stability, sustainability, economic energy, and desirability to the world.

Cebekhulu says the Aerotropolis concept has been successful in airport cities of Asia, Europe and North America.

“The Ekurhuleni Aerotropolis offers a dynamic link to global markets, making it a major economic driver. It strengthens the capacity of the state to direct economic development and enhance the competitiveness of strategic economic sectors.”

He says the implementation of **the Aerotropolis programme in Ekurhuleni intends to balance the distribution of economic activity between the nine affluent areas and the seventeen townships of Ekurhuleni. This will be achieved through a systematic spatial and economic programme to enable the geographic spread.**

The city will soon develop an investment book combining both public and private sector driven projects, and will consolidate incentives from all spheres of government into a comprehensive investment strategy, says Cebekhulu.

## ACHIEVEMENTS

Several projects under the master plan are currently under construction and some have been developed.

Projects currently under implementation include the Airports Company of South Africa (ACSA) Western Precinct Development, a commercial project located adjacent to O R Tambo International Airport. ACSA will spend R4.5bn developing Phase 1 of the Western Precinct comprising three six-storey buildings.



Construction of the Bus Rapid Transit system route.



Nhlanhla Cebekhulu

There is also the Rhodesfield O R Tambo link project currently at preliminary design stage and the implementation of the Tambo Springs Inland Port.

Furthermore, Cebekhulu says Air Traffic and Navigation Services is developing its head office and training academy in Isando, Kempton Park, while the Peermont Group has invested R320m into the Emperors Palace Casino and Resort extension.

Projects that have been planned and developed in and around the Aerotropolis catchment area in Kempton Park include the mixed-use Riverfields development, the 430 residential stand Glen Erasmia Boulevard and Zimbali Cluster development, the Gleneagle Estate (392 residential stands) with four cluster developments planned, the Gleneagle Office Park, and the Plumbago Business and Logistics Parks.

Cebekhulu says that in addition **millions have been invested in several projects along the Albertina Sisulu Corridor, creating at least 100 jobs.**

## IMPACT ON COMMERCIAL PROPERTY DEVELOPMENTS

**Several long-term commercial property developments are in the pipeline** and include the estimated R50bn mixed-use M-T development. It will comprise 21 industrial parks, medium-density residential units, retail, showrooms, offices, warehouses, distribution and educational facilities. A further 18 new mixed-use development projects are planned for the Pomona area, says Cebekhulu.

Mark Truscott, head of leasing and marketing for developments at Improvon, says **the Aerotropolis’ link to existing and future transport networks positions the node as the new gateway to the east.**

He says the A-grade light-industrial node incorporates several logistic and warehousing parks such as Improvon’s Pomona Precinct, a 21 000m<sup>2</sup> midi warehouse development that will be integrated with finance, trade logistics, commerce, technology, education, healthcare and housing as part of the greater East Rand.

“We believe the Aerotropolis will help to sustain or even improve commercial property rental rates. It will further uplift the area, create jobs, and contribute to the country’s economic growth in a meaningful way,” says Truscott. ■



The Nquthu Local Municipality waste management project.

## CLEANING UP NQUTHU MUNICIPALITY

Nquthu Local Municipality in KwaZulu-Natal has a young population with a high unemployment rate. On top of this, its residents face difficulties with waste and environmental challenges and it had become habit for community members to litter, burn or bury their waste. **Puseletso Mompei** investigates

In 2020, **Nquthu Local Municipality was awarded second prize in The Platforma Award “waste for employment” category.** The awards celebrate national EU and global associations with active city-to-city and region-to-region development initiatives.

In 2008, Bornem, a municipality in Belgium, and Nquthu Local Municipality signed their first co-operation agreement. The main objective of this collaboration was for the two local authorities to exchange knowledge and experience, as well as to work on capacity building, strengthen democratic processes, and contribute to sustainable development. After a decade of co-operation, the partners jointly won the 2020 prize.

SALGA has a multiyear partnership with the VVSG (Association of Flemish municipalities in Belgium) to support three South African municipalities, one of which is Nquthu.

### WASTE MANAGEMENT PROGRAMME

**The Buy Back Centre Initiative was devised to develop entrepreneurs and create sustainable opportunities in the recycling and waste management sector by setting up a multi-recycling scheme in the municipality.** The programme’s vision is to realise greener and healthier living conditions in Nquthu.

Thokozile Hlophe, environmental waste management officer at Nquthu Municipality, says that the initiative was intended to play a vital role in waste management. “One of its primary purposes was to encourage the collection, re-use and recycling of plastic shopping bags and other recyclable materials, such as glass, steel and papers, that are discarded in the waste stream and all over the place.”

Additionally, **it was envisioned that the scheme would stimulate job opportunities and, as it gained momentum, extend waste collection into adjoining communities.**

**Funding for the programme was secured from the Department of Environment Affairs.** A budget just over R13-million was allocated for a period of five years (2017–2021). The funds were intended for the operation of the centre and procurement of the infrastructure.

The project has reduced the waste being compacted in the landfill site and the level of illegal dumping has gone down due to the centre being accessible to the public.

The aim was for the cooperative that runs the centre to break even or run the centre without any funding from the municipality beyond the five years.

### TEETHING PROBLEMS, EMPLOYMENT SUCCESS AND COMMUNITY IMPACT

“When we first started sourcing the service provider, we experienced difficulties finding the right one, someone who is passionate enough about recycling,” explains Hlophe. The centre also experienced teething problems with paying the public on time when they sold the recyclables.

However, **there have been many successes including the employment of 12 staff members who are running the centre so well that they have bought a new and bigger bailing machine.**

Additionally, the municipality has hired 51 waste ambassadors who are working under the guidance of the centre, which is responsible for the awareness campaigns, and are placed in all 17 wards. The municipal waste section in collaboration with the centre runs the awareness and educational campaigns in schools, Amakhosi Forum meetings, and among the public.

**The centre has supplied waste-pickers with trolleys to collect the recyclables in town and in the township and the municipality has extended the provision of collection services in other wards though the collection of recyclables.**

Pick-up points for the recyclables in those wards have been created for ease of access.

From a waste management perspective, the project has reduced the waste being compacted in the landfill site and the level of illegal dumping has gone down due to the centre being accessible to the public.

The impact on the public and local businesses has been positive. The community has supported the centre and local businesses are no longer taking their recyclables to the nearest town, but have signed agreements with the centre to collect the recyclables. ■

# THE RISE OF THE CITY OF THE STARS

During 2019, the city of Polokwane was selected by SALGA as its 25th year case-history city for its successful transition spatially and economically. **Gareth Griffiths** canvassed the views of SALGA and municipal officials on the Polokwane municipal and economic scorecard

**F**ormerly a large town called Pietersburg, Polokwane has achieved city status, embracing a greater land area with the implementation of third-tier (local) government under South Africa's new Constitution. **The city positions itself as “naturally progressive” and strives to be a “Smart City” by 2030.**

Hyven Kholope, director of planning at Polokwane Municipality, speaks of the city with pride and passion, a view echoed by Ledile Sebati, the provincial director of operations for SALGA Limpopo.

“Polokwane, the City of Stars’ as it’s affectionately known, can be summed up as **rising from the obscurity of being a predominately white town during apartheid into the dynamic city it is today.**” Highlights include:

- successfully championing the construction of the world-class Peter Mokaba stadium, which hosted some of the FIFA 2010 World Cup games
- an exponential growth in infrastructure provision including electricity, water storage capacity, multifaceted and converted roads network, world-class IT systems and new recreational facilities citywide
- enjoying an exponential increase in both its economy within the region and from revenue collections.

“A town of formerly Northern Sotho people, Polokwane has become a multilingual, interracial collective of residents. **A home not only to the Venda and Tsonga nations, but also nations from across the world**

who have the city as their home and navigate it easily and with pride,” Kholope and Sebati explain.

## SERVICE DELIVERY

**The municipality has developed a Capital Expenditure Framework (CEF) for the next 10 years, with three-year programmes for implementation.** The CEF identified a backlog in service delivery and the costs associated with the funding required to overcome the backlogs. The current situation is due to the city’s urbanisation rate.

- According to Kholope, the municipality’s top performances over the past 25 years are:
- spatial integration of the previously marginalised into the predominantly formal white areas
  - greatly improved human settlement patterns and eradication of informal settlements
  - increased economic development and growth
  - incorporation and involvement of all relevant stakeholders in municipality affairs, indicating good governance
  - backlog reduction in basic service delivery and infrastructure development
  - social, economic and political transformation.

## GOVERNMENT AUDITS

Annually, the South African Auditor-General (AGSA) performs a wide-ranging audit of municipalities and local authorities countrywide.



Ledile Sebati



Peter Mokaba Stadium, Polokwane

Kholope says that the City of Polokwane has seen much improvement (since the year 2000), especially with changes regarding legislation and regulations within the local government sphere.

Polokwane was previously reported as stable in AGSA audits. However, five years ago, its amalgamation with another municipal institution carried with it a legacy of existing disclaimer reports.

“However, the municipality submits its generic report on time. Annual financial statements are submitted timeously under the Municipal Finance Management Act (Act 56 of 2003), and are of good quality as are all other Treasury compliance reports,” he says.

## ECONOMY

**Polokwane’s agricultural sector is expected to grow fastest at an average of 3.65 per cent annually using 2010 as a base.** From R0.73-billion in 2019, it is projected to grow to R0.87-billion in 2024. IHS Global Insight 2020 projects that the next fastest-growing broad economic sector contributors will be the transport and finance industries, estimated to grow at an annual rate of 2.75 and 2.28 per cent respectively.

**“The community services sector is estimated to become the largest sector within the municipality in 2024,** with a 30.76 per cent share of the total gross value-added (as measured in constant prices), growing at an average annual rate of 0.42 per cent. However, the electricity sector is estimated to decline at an average annual rate of -1.08 per cent,” says Kholope. ■

**“A town of formerly Northern Sotho people, Polokwane has become a multilingual, interracial collective of residents.” – Hyven Kholope**





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# DATA PROTECTION A HYBRID APPROACH



What was previously seen as a commodity has now become a tightly regulated framework with policies detailing measures that companies and organisations must take to store and protect their most valuable data

**T**he promulgation of the POPIA (Protection of Personal Information) Act set a new standard in the measures data-centric entities must take to protect the valuable and sensitive data of their customers. Any organisation storing data is obligated to report breaches in security and declare any transmission or processing of personal information.

Although the General Data Protection Regulation (GDPR) is, strictly speaking, European legislation, it has a significant impact on data stored by multinational organisations and has contributed to local policies like POPIA. As Europe is one of our biggest trade partners, legislators place

growing importance on aligning more closely with the GDPR. This has many regulatory implications for South African businesses.

## **BACKUP IS ESSENTIAL**

With a broader landscape of regulations and the complexity this adds to basic IT operations, increased emphasis should be placed on your data protection strategy. To avoid becoming another compliance statistic, a sound solution that carefully ties back to a long-term data protection strategy must be implemented.

Firstly, consider the type of information your business accumulates. This information can be ERP databases, CRM databases,

website databases, operating systems, applications, email server databases, and for small businesses, POS transactional databases. By prioritising the mission-critical targets for backup, you are one step closer to an agile backup solution. Knowing what information to prioritise for protection will help with scoping the infrastructure that will follow, and adds the possibility of cost savings.

The next step is to collaborate with the backup administrators in creating a feasible backup schedule. When considering your Recovery Point Objective and Recovery Time Objective, you are determining what data and how much you are willing to lose in the event of a disaster or data breach.

The less you are willing to lose escalates the resources provisioned to the task of more regular backups. More infrastructure will be required to compute and store the data being backed up. The Recovery Time Objective discussion should be an obvious next step. This considers the amount of time needed to recover the data in the event of a disaster. When running customer-facing applications, especially in the retail and financial sectors, you cannot afford downtime.

According to "Mindsight" blog, there are other essentials as well. An on-site version of your backup will aid in the cheapest form of instant recovery. Snapshot technology incorporated in backup software enables zero downtime capability with few additional or hidden costs. A survey by "TechTalk" of various backup administrators indicated that more than half of the respondents cited speed as the most important focus area to improve their backup solution.

When looking at most of our enterprise customers, we have found that backup administrators are not doing quarterly recovery tests as best practices dictate (ISO 27000). The outlook toward a disaster is reactive with 32 per cent of backup administrators admitting to not testing recovery capability at all (TechTalk, 2013). With most customers still holding on tightly to their tape library investments, cloud backups are a distant future. Tape backup provides the slowest possible means of recovery in a commercial climate that demands the exact opposite. Today, experts recommend a hybrid infrastructure that ensures there are multiple copies of your data stored in different places on different device types.

Backup to cloud was initially the commonly proposed solution. With small data sets in the cloud, time to recovery is streamlined and often managed by a specialist service provider. Unfortunately, this solution does not cater to the rapid growth rate of the amounts of new data created daily by larger enterprises. Big data statistics predicted that more than 30 per cent of data would be moved to the cloud by 2020, creating a trend that increases the demand for Data Protection as a Service (DPaaS). DPaaS providers are

seeing lucrative opportunities from the small, medium, and micro-enterprise (SMME) space because of the increased regulation and policies, and Amazon Web Services and Microsoft Azure ready to host at very economical rates. This subsector is expected to see major growth in the foreseeable future. However, large enterprises are still the leading customers and will undoubtedly take advantage of cloud-based disaster recovery as an off-site solution. This is just another example of how enterprises are making use of hybrid IT solutions in everyday operations.

#### NEXT STEPS

At many organisations, the assumption is that their backup system would be the logical means of restoring files corrupted in a ransomware attack. However, the sophistication of recent attacks has many security experts recommending that you keep multiple backups in various locations with restrictive administrative and system access.

Micro Focus Data Protector software addresses these recommendations and offers many benefits.

- Protects high-value targets. The loss or corruption of some of your vital files would be catastrophic. Data Protector can set different Recovery Point Objective and Recovery Time Objective targets depending on application value.
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- Improve application performance and data availability with advanced recovery options. Data Protector provides application-aware automated snapshot management. Snapshots can be set on an hourly basis, minimising the amount of data loss if ransomware strikes.
- Automated disaster recovery. Automate disaster recovery with centralised bare metal recovery from or to physical and virtual systems from any existing file system or image. This option is enabled with a single click at no additional cost. ■

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**Experts recommend a hybrid infrastructure that ensures there are multiple copies of your data stored in different places on different device types.**

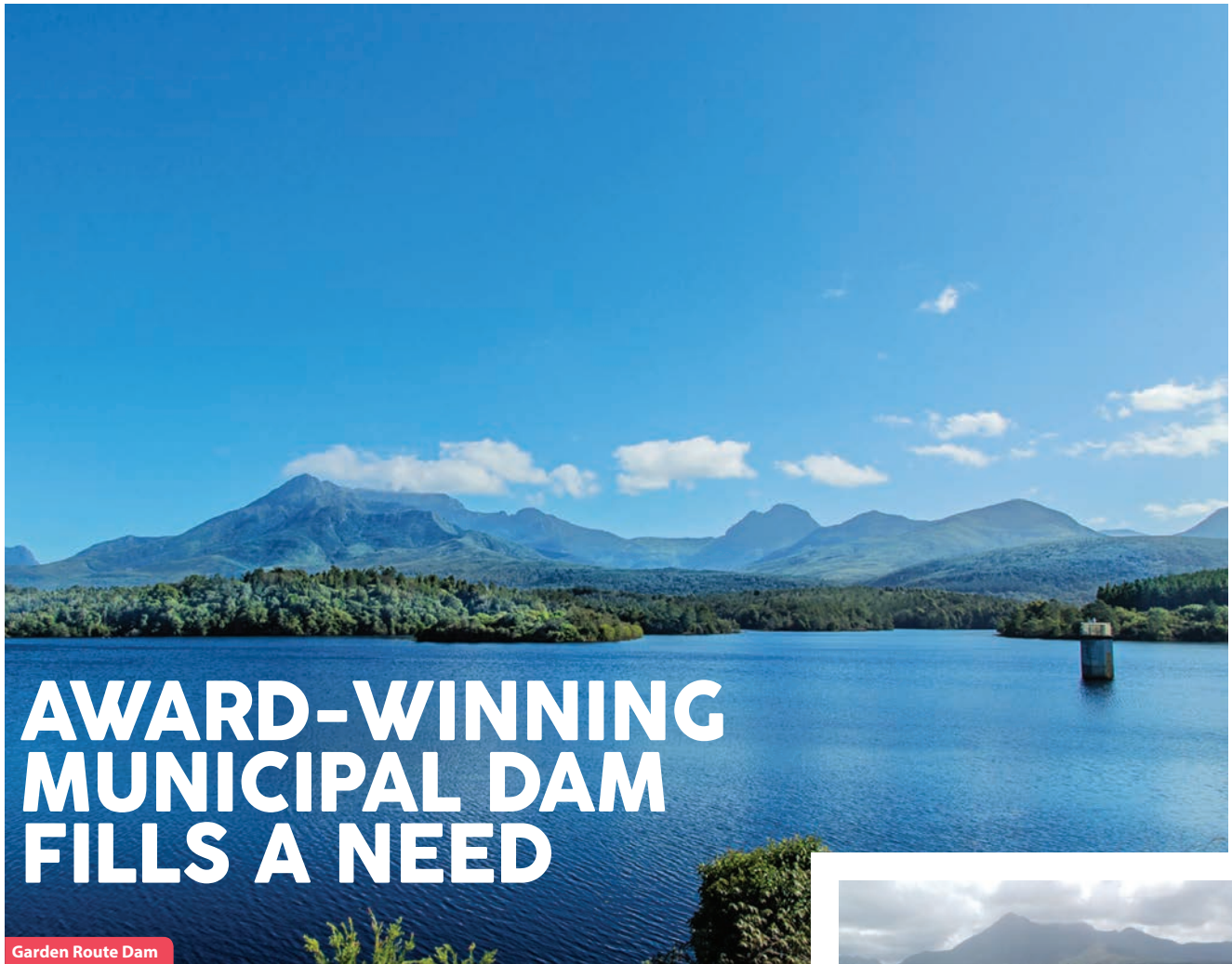


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# AWARD-WINNING MUNICIPAL DAM FILLS A NEED

Garden Route Dam

The newly-modified Garden Route Dam is a unique storage facility for three different water sources and has an estimated new capacity of 12.5 million cubic metres. The dam will provide the almost 200 000 inhabitants of the George Municipality with water security up to the year 2028. **Gareth Griffiths** spoke to city officials about the award-winning project

**T**he original Garden Route Dam, dating back to 1984, has recently been expanded by 25 per cent to its new estimated capacity of 12.5 million cubic metres. This was **achieved by raising the old dam’s spillway and wall to increase the dam’s storage capacity/ volume.** The project was a major output identified in the strategic planning of the municipality.

The Garden Route Dam services the city of George, which includes outlying areas

Herolds Bay, Victoria Bay, Wilderness and Hoekwil. Uniondale and Haarlem also form part of the Greater George Municipality, but have their own water supply systems. So the Garden Route Dam is the main source from which raw water is extracted to provide potable water to the George community. **Farmers in the area draw their agriculture water needs directly from farm dams or rivers in the area, and presently there is no reported major agricultural activity water draw-off in the George municipal system.**



The novel duckbill-shaped spillway.

The Garden Route Dam is the main source from which raw water is extracted to provide potable water to the George community.



Regenal Wesso

### ENSURING ADEQUATE WATER SUPPLY

Regenal Wesso, of the Civil Engineering Services Directorate for George Municipality, says that **the project forms part of the city's raw water augmentation master plan to ensure that adequate supply to the whole of George is maintained.**

"Water scarcity is a critical concern in South Africa and George needs to ensure that it can provide a sustainable basic service to meet the rapid growth and development of our city," Wesso says. "George experienced a severe drought in 2009/10 when the volume of the Garden Route Dam dropped to its lowest-ever level of 16.9 per cent.

"In times of below-average rainfall, **storage capacity plays a significant role to ensure water security and the Garden**

### DID YOU KNOW?

The Garden Route Dam is owned by the George Municipality and the upgrade project was co-funded by the Department of Water Affairs and Sanitation through their Regional Bulk Infrastructure Grant (RBIG).

The project won the 2020 Technical Excellence category award at the South African Institute of Civil Engineering Awards for engineering firm Zutari's novel duckbill-shaped spillway design, and construction company Khubeka's construction thereof, which not only increased the dam's storage capacity and the spillway discharge capacity, but also improved the overall safety of the dam.



Ground breaking the new Garden Rpute Dam project.

### Route Dam provides a unique storage facility for three different water sources.

So, George is one of the few municipalities that have invested in a mix of raw water supply options, including surface water

coming from our dam and rivers, potential groundwater from boreholes and an ultra-filtration plant to meet the growing water demand," Wesso explains.

The upgrade of the dam was completed on schedule in early 2020 and thanks to the good rainfall experienced that year, the dam filled up to its old capacity in October 2020. **It is currently at an estimated 85 per cent of its new capacity, creating much excitement for the many George residents who monitor the dam level closely and eagerly await the first overflow of the new spillway.**

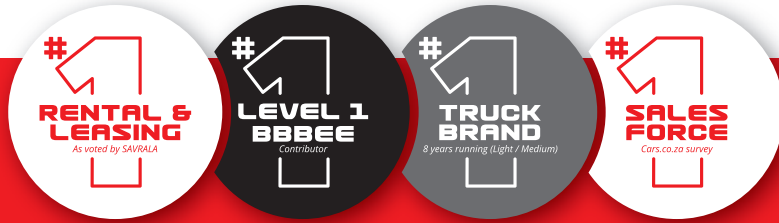
"Drinkable or potable water from a tap is a privilege that should be respected. It is not automatically guaranteed anymore in many towns and cities in South Africa. The successful completion of this project shows that **our municipality has remained mindful of the bigger picture of population growth, climate change and a weak economy.**

"We believe in the importance of strategic planning and continue to promote long-term sustainable water security for our residents. George considers the essential and basic right to water a top priority," concludes Wesso. ■



The Garden Route Dam with its scenic backdrop of the Outeniqua Mountain range's snow-capped peaks.

"Water scarcity is a critical concern in South Africa and George needs to ensure that it can provide a sustainable basic service to meet the rapid growth and development of our city." – *Regenal Wesso*



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# NKOMAZI SPENDS R600-MILLION ON WATER INFRASTRUCTURE PROJECTS

Nkomazi Local Municipality is faced with the enormous task of easing access to water for residents in its 33 wards. After years of protests, the municipality is finally making strides to deliver on its promise of providing clean running water by undertaking multimillion-rand water infrastructure projects. **Levi Letsoko** reports

**T**he residents in the villages of the Nkomazi Local Municipality have been vocal about the shortage of water through their local media platforms. In 2020, the protests in the area made headlines when a library was burnt down and one resident died during the unrest. **The protest was triggered by a lack of running water in the Langelooop village.**

Executive mayor Councillor Johan Mkhathshwa says that according to Statistics South Africa, the estimated population of Nkomazi Local Municipality is around 350 000 people.

He indicates that in reality, the number is far higher, stating that around 700 000 to 800 000 people are living in the area. He attributes this to a large number of residents not being registered as South African citizens, and therefore, going undocumented, placing a huge strain on the municipality's resources, which are allocated according to the data that is available to the planning committee.

**"Nkomazi Local Municipality consists of 54 villages and 4 towns. The towns are the main source of revenue for the municipality as the villages do not contribute to the revenue base at all,"** Mkhathshwa says.

"Despite this, the municipality is obligated to service these communities. The municipality relies on grants from National

Treasury and the Department of Water and Sanitation to ensure that water provision is realised," he adds.

Nkomazi is a cross-border municipality, it is on the border of Mozambique in the east, and the border of Swaziland in the south. As a result, the municipality has experienced an influx of undocumented foreign nationals. According to Mkhathshwa, this is evidenced through the mushrooming of informal and unauthorised human settlements.

**As this unbalanced dynamic continues to rage on and exhaust the already stretched municipal resources, it is the biggest contributing factor to the emergence of service delivery protests.**

"Another challenge that has always plagued our municipality is the increase in new nonbudgeted settlements. The second challenge is the ageing infrastructure, which continues to place constraints on the budget."

The mayor is adamant that **the municipality is paying close attention to the demands of the residents while addressing the challenges that limit the interventions being staged** by his municipality. The Nkomazi district kick-started construction on new water treatment plants in 2020. **The project is part of several water**



Johan Mkhathshwa

**infrastructure projects in the province valued at around R600-million.**

Nkomazi Local Municipality has co-funded some of its water projects with the Ehhlazeni District Municipality and Department of Water and Sanitation. Most of these projects entail drilling of boreholes, creating bulk lines, water reticulation projects and the construction of water reservoirs and water treatment plants.

"The municipality has its own Integrated Development Planning (IDP) that directs how its service delivery programmes are to be implemented. **Community consultation and engagement is an ongoing process that has yielded positive results,"** says Mkhathshwa.

"On multiple occasions, people tempered with municipal infrastructure and made illegal connections to bulk lines. We have since developed a strategy to educate and engage communities to plead with them to avoid illegal connections to municipal infrastructure," he concludes. ■

## WATER PROJECTS IN PROGRESS IN THE NKOMAZI LOCAL MUNICIPALITY

- Upgrading of Driekoppies bulk water supply scheme.
- Upgrading of Sibange bulk water supply scheme.
- Upgrading of Naas bulk water supply.
- Mjejane bulk water supply (construction and treatment plant, reservoirs, bulk and reticulation).
- Construction of Marloth Park 2ML/d package plant.
- Schulzental Extension of water reticulation.
- Buffelspruit bulk upgrade, refurbishment of wtw and extension of reticulation.
- Tonga Raw water pump station upgrade.

Nkomazi Local Municipality has co-funded some of its water projects with the Ehhlazeni District Municipality and Department of Water and Sanitation. Most of these projects entail drilling of boreholes, creating bulk lines, water reticulation projects and the construction of water reservoirs and water treatment plants.



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**Bryan Perrie, CEO, and Hanlie Turner, business development manager, of Cement & Concrete SA.**

# DRIVING THE INDUSTRY SECTOR TO NEW HEIGHTS

**C**CSA, the single nonprofit entity, was established through an extensive and thorough process of engagement with various stakeholders to consolidate The Concrete Institute (TCI), Concrete Society of Southern Africa (CSSA) and the Association of Cementitious Material Producers (ACMP).

The body will create long-term shared value and industry growth in South Africa through driving collaboration, skills development, innovation, and the highest standards in sustainable cement and concrete materials and products.

Bryan Perrie, CEO of Cement & Concrete SA, states that CCSA has been mandated to promote and support the industry, to drive growth and deliver shared value through a unified platform for cement and concrete.

"At a time where many conflicting and ambiguous messages are shared readily on various platforms, and with the proliferation of substandard products and services, the need for authoritative engagement with all stakeholders is critical," Perrie explains.

Cement & Concrete SA (CCSA) has announced that the new consolidated industry body is open for business and is set to take the lead on all matters relating to cement and concrete in South Africa

A new and inclusive membership model will make the portfolio of services offered by CCSA available to individuals or corporates, either for free or at members' discounted rates. These services include courses presented by the School of Concrete Technology, access to the information centre, attendance at technical events and webinars, publications and hyperlinked listings on various electronic sources, to name a few.

## AIMS AND OFFERINGS

CCSA, through its members, will create the opportunity to build a healthier future through a network of influencers. Working with industry

A new and inclusive membership model will make the portfolio of services offered by CCSA available to individuals or corporates, either for free or at members' discounted rates.

role players to develop the value propositions of cement and concrete is one of CCSA's identified objectives. Other goals include:

- promoting the value creation story of the cement and concrete industry in South Africa
- supporting research as a means of increasing the ongoing expertise base
- promoting industry standards and audit compliance among members and industry role players.

On a more practical level, CCSA will grow industry expertise and build capacity by developing and offering courses, seminars and training materials. The provision of information, research, advisory and on-site technical consulting services will be another service offering available to members.

CCSA's dedicated focus on committees will ensure that all relevant areas are addressed with expertise through consultation. The committee structures will empower members to guide and shape many of the services. The branch committees of the erstwhile Concrete Society of SA will be retained to ensure that CCSA will have concrete ambassadors in various regions.

"We are excited about the future of the cement and concrete industry in SA. The staff of CCSA are ready to discuss membership options and benefits. We are poised to add value and unlock opportunities for all members and the industry at large," Perrie concludes. ■



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 🌐 www.cemcon-sa.org.za

# RESPONDING TO POOR AUDIT OUTCOMES



The National Council of Provinces (NCOP) – one of the two Houses of Parliament – is mandated to look after provincial interests.

SALGA's role as the local municipalities' representative within the parliamentary policymaking and oversight processes has seen the organisation recently embark on a campaign aimed at extracting consequence management and accountability in response to poor audit outcomes. **Rodney Weidemann** reports

**A**nually, the Auditor-General makes a finding that there are only limited instances of consequence management within municipalities. SALGA took a closer look at these findings, noting that a key one is an implication in the wrongdoing of officials and councillors, which involves them or their family members doing business with the municipality.

**SALGA also noticed that some staff members employed at national and provincial government level were involved in obtaining contracts of various descriptions from local government. It is SALGA's view that no person working for the state should also be providing services to municipalities.**

While SALGA has sought a plan of action to tackle such challenges from Parliament, it is the organisation's view that at present, it does not have enough authority to deal with this itself. SALGA is seeking to amend the Organised Local Government Act to provide it with the teeth needed to act when it feels there is a lack of consequence management.

The organisation also took part in a discussion about the viability and/or sustainability of amalgamated municipalities. This follows the decision taken after the 2016 local government elections, which saw several smaller, less financially stable municipalities merged into a single larger one. Parliament was working on the assumption that by bringing these disparate parts together into a larger whole, they would become more financially viable. However, this has so far not proved to be the case.

Therefore, **SALGA has raised concerns around the amalgamation process, based on the lack of evidence to support the fact that merging smaller municipalities makes things better.** Discussions are still ongoing, but it has been agreed to postpone further amalgamation plans until a proper assessment of the impact such an approach has had in the past is undertaken.

SALGA was also involved in public hearings jointly with the Standing Committee on Appropriations, on the Division of Revenue Second Amendment Bill. This is part of an ongoing issue

**SALGA is also working to help foster local economic development strategies to revitalise municipal economies – with a particular focus on the tourism sector.**



Lance Joel

faced by local government, in that, as a sector, it receives just 9 per cent of the finance minister's budget, but has to deliver on 46 per cent of government functions.

A key concern is that when state-owned enterprises (SOEs) experience financial difficulties, national government is quick to provide additional resources to resuscitate these entities. However, when municipalities experience the same challenges, nothing is done to assist them financially.

**SALGA is seeking to find some level of equality and a way – when there is merit in a municipality's difficulties – to get government to assist them in the same way. A failed municipality has just as many implications for the state as a failed SOE.**

Finally, in a discussion on measures to mitigate the impact of the current pandemic on employment and labour, SALGA highlighted the support it has provided to small businesses and informal traders in over 45 municipalities in collaboration with the United Nations Development Programme (UNDP).

Most municipalities have been faced with serious constraints as many residents cannot service their municipal debt. With the loss of jobs resulting from the pandemic and the struggles of the local economy, life has been very difficult for residents and SMEs. **SALGA secured funding from UNDP to assist local SMEs to maintain their businesses and, in some cases, to increase the number of jobs available.** The aim is to create new opportunities for sustained income, which will, in turn, enable municipalities to manage their debts better.

SALGA is also working to help foster local economic development strategies to revitalise municipal economies – with a particular focus on the tourism sector – as part of a programme that is currently underway in four of SA's nine provinces. ■

# SALGA PLEDGES ITS SUPPORT TO LOCAL GOVERNMENT

SALGA's National Members Assembly reflected on local government's journey towards transformation and how it has impacted communities

**T**he South African Local Government Association (SALGA) National Members Assembly (NMA), held over two days, was themed **"Celebrating and Reflecting on the 20-year Journey of Local Government Transformation"**. It provided several important insights into the events that have shaped the establishment of local government over 20 years.

During panel discussions, delegates exchanged views on the impact the transformation initiatives have had on the lives of people and communities. Representatives of national, provincial and local government, as well as key policymakers and practitioners, chronicled and reflected on the last two decades of democratic local government in the country.

Tribute was also paid to those members and former members of the SALGA national and provincial executive committees; the Auditor-General, Kimi Mawetu; the chairperson of the Financial and Fiscal Commission, Prof Daniel Plaatjies; and councillors and municipal officials who passed away from COVID-19-related illness, as well as other causes.

The NMA noted the devastating impact of the COVID-19 pandemic on municipalities, in particular, not to mention the country, the Southern African region, the African continent and the global community at large. This prompted **a call for a more co-ordinated response that is informed by meaningful consultation – particularly with organised local government as the collective voice of municipalities – on matters that materially impact municipalities.**

## TAKING ACTION

Furthermore, they joined the nation in mourning the country's ongoing killings, rape and abuse of women, noting that these horrific attacks on women reflect a collective failure to respond to the cries of the most vulnerable in our midst. The delegates called for the imposition of the maximum sentence for the perpetrators.

Most importantly, **delegates pledged to make the fight against violence and abuse of women and children a daily one** and reaffirmed their commitment to working with citizens and groups within the community to find sustainable solutions to improve the quality of their lives.

As part of this pledge, **delegates also reaffirmed their commitment to lobby for the amendment of legislation as an enabler for advancing the separation of powers**, something that should result in a clear separation between the executive and legislative arms in municipalities.

Focus was placed on resolving the rural versus urban dichotomy, particularly with regard to fiscal allocations, including increasing the infrastructure grant allocations for the development of rural areas, to help mitigate against migration.

They also committed to lobby for the review of the allocation of functions, with particular focus on concurrent functions to be

allocated to local government, and to explore options of creating integrated transport networks across municipal boundaries.

The NMA pledged to mandate SALGA to shape and influence the rethinking of the municipal and provincial/national initiated community development programmes, thereby strengthening collaboration between civil society and the private sector.

**A further mandate was to introduce a national peer review mechanism as part of sharing best practices and to build a sphere level capacity and capability for sector innovation and self-correction.**

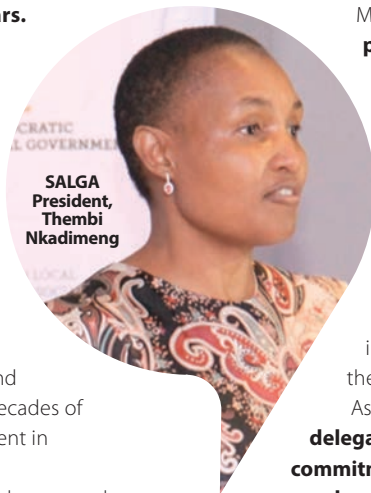
SALGA must also play a central role in extracting consequence management and accountability, as well as conduct a study on the state of local government with a view to defining sustainable future municipal support interventions.

Lastly, **SALGA was mandated to utilise the benefit of its 20 years' experience to identify best practice for profiling local government.**

Following these pledges, delegates agreed to adopt the 2018 National Members Assembly outcome report; the annual report including the audited annual financial statements for the 2019/2020 financial period; and the programme of action and the budget as approved by the national executive committee for the period ending 30 March 2022.

In closing, members of the NMA stated that **"as leaders and delegates from metropolitan, district and local municipalities countrywide, united in our diversity, we undersign this declaration to inspire the positive change, innovation and bold action our people expect and deserve". ■**

The NMA pledged to mandate SALGA to shape and influence the rethinking of the municipal and provincial/national initiated community development programmes, thereby strengthening collaboration between civil society and the private sector.



SALGA President, Thembu Nkandimeng

# REIMAGINING INVESTMENT AND SERVICE DELIVERY

The District Development Model has the potential to change the country and the lives of its citizens significantly, writes **Bonolo Selebano**

**F**ollowing its adoption by Cabinet in August 2019, the District Development Model (DDM), a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government to work, plan and act jointly, was **piloted in two district municipalities and a metro.**

**The O R Tambo and Waterberg Districts and the eThekweni Metro were selected for the pilot case studies, which aimed to confirm viability and scalability of the DDM** before its rollout in all 44 district municipalities and eight metros.

On December 10 2020, the South African Local Government Association (SALGA), the Department of Cooperative Governance and Traditional Affairs (CoGTA), and its implementing partner, the Development Bank of Southern Africa (DBSA), hosted a virtual District Development Model Knowledge Exchange and Peer Learning Session titled "Reflections on the District Development Model a Year Later".

The session provided a platform for municipalities and relevant stakeholders to discuss the findings of the three pilot case studies and share real-world best practices, insights and resources.

"We've heard the term 'game-changer' applied to the DDM, but we believe it is actually a country-changer. It has the potential to elevate our country to the next level and change the lives of the majority of our citizens," says Denzel Manduray, programme manager: District Development Model, DBSA.

## WHAT IS THE DDM?

**The DDM is an all-of-government approach to improving integrated planning and delivery across the three spheres of government with district and metropolitan spaces as focal points of government and private sector investment.**

It is intended to alleviate disjointed planning, budgeting and implementation across the different spheres and entities of government to programmatically address the persistent socioeconomic challenges of poverty, inequality, under-development and unemployment.

**The model will be implemented through a collaborative process to develop One Plans for all 44 districts and 8 metropolitan municipalities and will be further synchronised with the Integrated Development Plans (IDPs) of municipalities.**

This segues neatly into a presentation delivered by Josiah Diale Lodi, chief director: Urban Development Planning at CoGTA, where the idea to have one budget and one plan within one district space was explained.

**"The formulation of the One Plan has to happen through collaborative and deep IG planning sessions reflecting on research, evidence, solution and innovation-oriented dialogues based on each district/metro's dynamics, challenges and opportunities,"** said Lodi.

"It is not about ticking boxes and being driven by compliance, but rather re-imagining a preferred future and identifying the strategies and interventions that will enable change and impact."

## FEEDBACK ON THE PILOTED DDM PROGRAMME

Desiree Sehlapelo, director: Planning and Economic Development at Waterberg District Municipality (WDM), said of the model: **"The model does not take away power from any sphere of government, it is government as it's supposed to be, working in an integrative manner.**

"What the Waterberg District Municipality did was to use our IGR and IDP structures to take forward the DDM process and we eventually launched on 26 November last year."

Andiswa Dunywa, director: Rural Economic Development and Planning at O R Tambo District Municipality, reported that from January 2020 to December 2020, the municipality had already conducted various assessment exercises and held multilateral engagements with targeted stakeholders including meetings of the District Development Forum to determine the long-term vision of the district's development trajectory.

"We sat in the District Mayors Forum and engaged with CoGTA through a workshop. We had DDM meetings with the business sector and also in the strategic planning sessions."

Singi Khandhela from eThekweni Metropolitan Municipality said **the DDM would prove effective in addressing the government's current fragmented approach to planning, resources allocation and implementation,** adding that this would, in turn, fast-track service delivery to local communities.

"It's about rethinking and delivering as all of government on what is best for the people of eThekweni and their spaces and it is a bottom-up approach," Khandhela explained.

"For the city (Durban), the DDM is about making the best of the spaces that we have as all of government." ■

**"We've heard the term 'game-changer' applied to the DDM, but we believe it is actually a country-changer. It has the potential to elevate our country to the next level and change the lives of the majority of our citizens." – Denzel Manduray**

# THE SOUTH AFRICA WE WANT TO LIVE IN

South Africa could be a happier, better place if only we would listen to one another, writes **Ryland Fisher**

**S**outh Africans are accused of depending too much on government, however, **a group of nongovernmental organisations tried to find out what South Africans can do independently of and alongside government to help bring about the country we all deserve to live in.**

The project – which started as a series of dialogues hosted by the Community Chest of the Western Cape, the District Six Museum and the One City, Many Cultures Project – resulted in a book called *The South Africa We Want To Live In*, which contains **the voices of South Africans from across the country, of all races and genders, young and old, rich and poor, and from different sectors of society.**

I was privileged to facilitate this project, which opened my eyes to the potential that exists in South Africa if we would only be prepared to listen to each other.

The dialogues, which were driven from the floor and not by panellists sitting on a platform, allowed audience members to share their hopes and dreams about the society in which they wish to live.

The voices and the issues were disparate, indicating the many problems we face, but often solutions were also offered.

## AND THE PEOPLE SPOKE

Reverend Charles Williams of the Anglican Church raised the difficult issue of land redistribution at the dialogue in Paarl. **“We need to look at a new dispensation for land redistribution. The system we had is not working. Is there a new system that we can collectively agree upon so that there could be cohesiveness, integration, the sharing of wealth and the land for a better society?”** he asked.

At the dialogue held at the picturesque George campus of Nelson Mandela University, the issues discussed included education, what to do with young people when they are not at school, South Africa's legal system, the need for ethical leadership and, of course, the land. “All institutions in society should work together. How do we get churches, the educational sector and the business sector working together to develop a mindset that says, ‘how do we serve as opposed to being served?’,” asked community activist Veliswa Mbenenge.

**Racism featured quite strongly at the dialogue held at Stellenbosch University, along with issues such as xenophobia, gender violence, corruption, crime and after-school care for children.** “I have two things when I think about the South Africa I would love to live in. One is that race should no longer frame our interpersonal relationships and our judgments of people. The second thing is that I want to live in a country where gender-based violence is the exception, not the norm,” said Dr Ubanisia Adams-Jack.

**“How do we get churches, the educational sector and the business sector working together to develop a mindset that says, ‘how do we serve as opposed to being served?’” – Veliswa Mbenenge**



At the dialogue in Athlone, Alex Pongola expressed the frustration that many have with government. **“I am so dismayed that our democratic government is unable even to realise the first clause of the Freedom Charter: The people shall govern.** We are observing a society that is so demoralised,” he said.

“What went wrong? Even during apartheid, our communities, through the policy of black consciousness, were able to fend for themselves. But now we are being made to look to someone else to provide for us.”

Anthea Bredenkamp, speaking at the final dialogue held at the District Six Homecoming Centre, shared his frustrations. **“We’re sitting with political parties whose main agenda is to fight each other.** For instance, anything that comes out of the DA’s mouth is about what’s been done wrong by the ANC. The same with the EFF. No solutions are being given. It is just about one trying to prove their moral higher ground to the other one. **That dissension is trickling down all the way from the top to the man on the street.”**

Government and others with influence would do well to listen to some of the voices that spoke or contributed in writing to this important project. ■

# INTELLIGENT SOLUTIONS

## The Infrastructure Lifeline



South Africa's social and economic development has taken a hard knock over the past year. Disparities in access to basic services and the struggle of municipalities to realise their visions have been magnified by the economic ramifications of the COVID pandemic, and the impact of global lockdowns on trade. Despite the lockdown saving countless lives, the loss of income for both consumers and municipalities are distressing.

Municipalities across the country have been unable to reach their revenue collection targets due to payment holidays, estimated meter readings and customers inability to pay, due to loss of income. Loss of revenue from poor water management and leakages have worsened the situation, making it more apparent that solutions designed to yield results from day one, are required to give municipalities better control over revenue.

Inzalo Utility Systems' Water Management Devices (WMD) can do just that. A smart electronic control valve which allows the management of water, by monitoring water consumption directly from the water meter, via electronic sensor. The device provides accurate data, which can be transmitted via Automated Meter Reading (AMR) and Advanced Metering Infrastructure (AMI), allowing for accurate billing, leak detection and valve control amongst some of its capabilities.

The WMD improves service provider control, through the transmission of meter readings, the ability to configure certain specifications on the meter. This allows it to be used as part of a prepaid solution. Meter readings are sent directly from the device, to either cloud or local data collector. Readings are then sent to the water service provider's (WSP's) billing systems, making them less likely to be incorrect, as human error has been negated.

### INTERNET OF THINGS (IoT)

Harnessing IoT technology has propelled Inzalo's WMD into a truly smart water management device. While the device combines;

- flow limitation controls,
- water loss prevention,
- capturing accurate meter readings, and
- the basics of prepaid water metering,

the AquaFlow, the next generation WMD, can communicate bi-directionally, and wirelessly with municipalities and WSPs, allowing for contactless opening and closing of valves, tamper alarms and leak detection.

Using Sigfox, LoRa, and NB-IoT networks, the AquaFlow communicates directly with the cloud, allowing for remote meter readings, loading of pre-payment water tokens, as well as remote meter interrogation. By linking the AquaFlow to a pulse output meter, service providers can receive data directly to their backend systems via cloud, and in turn, interrogate the meter using encrypted secure networks. The use of IoT modernises the AMR and AMI reporting processes in the most efficient manner.

### PREPAID WATER METERING

Increasing revenue collection, preventing wastage, and allowing for accurate water balancing are some of the benefits of using the Inzalo Water Management Device. By utilising the prepayment capabilities of the device, the Water Service providers and municipalities are paid for the service before water is provided. Using the only globally accepted standard for prepayment solutions, our original water management devices, and AquaFlow are Standard Transfer Specification (STS) approved. This ensures the appropriate encryption key management practices are applied to protect the security of the prepayment transactions.

In various projects across the country, we have seen a significant decline in water wastage through implementing the prepaid system. End users become more likely to fix water leaks and close taps, while being able to monitor their own water usage, reducing the strain of demand on water service providers and municipalities. Ultimately, the prepaid water metering solution affords end users the ability to budget accordingly, and water service providers are able to collect revenue in a seamless transaction.

### LONGEVITY

The WMDs are designed to last 7 years or more in the field without having to replace their batteries. The batteries are replaceable, to ensure longevity, ensuring that the solutions can operate in most locations, allowing all municipalities the ability to tackle their most prominent concerns, providing constituents with access to clean potable water, and recouping much needed revenue.

Inzalo Utility Systems is a Proudly South African, Level 1 B-BBEE manufacturer of smart water metering solutions. Based in Kwazulu-Natal, it is a leading provider of smart metering solutions throughout the globe.

Introducing Inzalo Utility  
range of **WMD & IoT  
Technology**



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# A great country starts with great municipalities.

To build a great country, you have to start with the communities and municipalities that form it. The Investec Balance Sheet Management team with our out of the ordinary approach, high-level expertise and competitive rates, will continue to partner with you in building better municipalities, forming a great country as we do.

For more information please contact Jeanine Polley on 011 286 4824 or email [jeanine.polley@investec.co.za](mailto:jeanine.polley@investec.co.za)

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