

VOICE

ISSUE 35

OF LOCAL GOVERNMENT

SOUTH AFRICAN LOCAL
GOVERNMENT ASSOCIATION

SALGA

Inspiring service delivery

www.salga.org.za



GEARING UP FOR THE 2021 LOCAL GOVERNMENT ELECTIONS

INSIDE: SERVICE DELIVERY SUCCESS | THE YOUTH AND CIVIC LEADERSHIP |
NATIONAL MEMBERS ASSEMBLY | THE IMPACT OF COVID-19 ON MUNICIPAL FINANCE

Enterprise Service Management Set Free

Autonomy—built in.



Set enterprise service management free with built-in discovery, automation, and artificial intelligence. That's how you deliver the autonomy users and agents crave.

Learn more at www.microfocus.com/esm





9

CONTENTS

ISSUE 35, INSIDE THIS ISSUE



25



32

UPFRONT

- 2 EDITORIAL DELIVERY
It's now or never
- 5 FROM THE CEO
The battle of the ballots is on

THE PULSE

PLUGGED IN

- 9 THE YOUTH AND CIVIC ENGAGEMENT
Getting the youth involved in civic activities will ensure that the country's future leaders are equipped with the skills and mindsets to contribute to South Africa's growth and success

IN THE HEADLINES

- 16 RESPONDING TO THE NEW NORMAL
The COVID-19 pandemic is not just a health crisis and "an economic blip that will pass", but also a turning point in history
- 25 GEARING UP FOR THE LOCAL GOVERNMENT ELECTIONS
The causal link between the elections, service delivery and freedom
- 28 THE NATIONAL MEMBERS ASSEMBLY
Unpacking just what it means to have a democratic, people-centric local government

THE LONG VIEW

INNOVATION

- 32 FOOD WASTE
Technology can help recycle organic waste into heat, electricity, fertiliser and water – and it's already at work in South Africa

MUNICIPAL MATTERS

- 36 BUSHBUCKRIDGE LOCAL MUNICIPALITY
Planning for land use, spatial development and landfill
- 38 BUFFALO CITY METRO
The R268-million Qumza Highway Road project
- 41 CAPE TOWN
Addressing land issues: the long-awaited handover of title deeds
- 42 HESSEQUA MUNICIPALITY
Providing small enterprises with financial management skills

THE BULLETIN

PARLIAMENT

- 44 A WORD FROM PARLIAMENT
SALGA's submissions to the NCOP
- 47 OPINION
Do coalition governments work?

SALGA IN ACTION

- 48 THE JAPAN WATER WORKS ASSOCIATION
What lies behind the South African and Japanese bilateral water services?
- 50 THE UNDP
SALGA joins forces with the UNDP to help struggling SMMEs
- 52 UCT'S LEADERSHIP DEVELOPMENT FOR WOMEN
SALGA partners with UCT to offer a Local Government Women Leadership Development Programme (LG WLDP)



47

IT'S NOW OR NEVER

Now that the date for the 2021 Local Government Elections has been promulgated, those standing for election have only a few months to gain voters' trust and confidence and ensure they win that all-important X next to their name

With the race to the polls officially on, what should political parties and independents be doing to win their constituents' votes? The list is neither that long nor complicated, but the message from the voters is very clear: "failure to respond to our needs will cost you dearly".

This rising sentiment is evident in the service delivery protests that pop up around the country regularly; protests that are likely to intensify in the build-up to the elections as Ryland Fisher highlights in his article on page 25. So, local municipalities and councillors would do well to listen to and deliver on the demands of their communities.

VOTE FOR THE PERSON, NOT THE PARTY

Other issues that influence where voters will put their mark include good governance, honest, accountable leadership, no political influence or instability within local government and the promise that those whom they have elected into power will do everything possible to bring real change to the lives of residents.

Those running for office would do well to remember that they cannot take voters' loyalty for granted. The days of voting along old party lines and relying on voters' dissatisfaction with the alternatives are long gone. Voters are looking to the individual leader, not the political party, to influence and effect community development – this is why coalitions seldom work (read more in the opinion piece on page 47). It is time for local government to listen to what the voting populace wants, set the politics aside and accelerate service delivery.

GETTING IT RIGHT

Many municipalities are getting it right and improving the lives of their communities

through initiatives that empower and uplift, particularly those aimed at the youth (page 9) and women leaders (page 52). Other municipalities are focused on improving conditions and infrastructure (pages 36 and 38). In Cape Town, the handing over of historical title deeds to residents is going a long way to address the imbalances of the past (page 41), while the Hessequa Municipality has partnered with FNB to equip small businesses and entrepreneurs with financial management skills (page 42).

SALGA, as the representative association of local governments, has the demanding task of preparing local municipalities to not only manage the election process, complicated by the COVID-19 pandemic, which requires additional safety and hygiene protocols to be put in place, but also to manage the transition from one regime to the next. The planning is well advanced and the association's National Members Assembly recently convened to report on the framework and progress (read more on page 28).

SALGA is also responding to the urgent need in all spheres of government for assistance in responding to COVID-19. To counter the pandemic's impact on municipal trade and investment and to aid recovery, SALGA has developed a set of guidelines to assist municipalities with business retention and expansion strategies as well as attracting investment (see page 16).

The association continues to develop strategic partnerships that support the valuable role SALGA plays in helping to boost the country's economy (page 48) and ensuring food and water security (pages 32 and 44).

In this crucial period leading up to election day, local government needs to continue getting things right and improving the lives of those it serves. Now, more than ever, strong, committed, ethical leadership is needed. ■



Director, Marketing & Communication:

Tebogo Mosala

Communication & Marketing Officer:

Marelda Boshielo

Marketing & Strategic Profiling Officer:

Valerie Setshedi

Content Writer: Bonolo Selebano

PICASSO EDITORIAL & PRODUCTION TEAM

Content Manager: Raina Julies, rainaj@picasso.co.za

Contributors: Jermaine Craig, Ryland Fisher, Gareth Griffiths, Levi Letsoko, Denise Mhlanga, Puseletso Mompeli, Bonolo Selebano, Rodney Weidemann

Copy Editor: Brenda Bryden

Content Co-ordinator: Vanessa Payne

Head of Design: Jayne Macé-Ferguson

Senior Designer: Mfundo Archie Ndzo

Advert Designer: Bulelwa Sotashe

Digital Editor: Stacey Visser

Sales Project Manager: Jerome van der Merwe, jeromem@picasso.co.za

Sales Team: Jacqueline Bezuidenhout,

Natasha Hendricks, Frank Simons, Yoliswa Stivin

Production Editor: Shamiela Brenner

Advertising Co-ordinator: Johan Labuschagne

Subscriptions and Distribution:

Fatima Dramat, fatimad@picasso.co.za

Business Manager: Lodewyk van der Walt

Lodewykv@picasso.co.za

Management Accountant: Deidre Musha

General Manager, Magazines: Jocelyne Bayer

Published by Picasso Headline, a division of Arena Holdings



Hill on Empire, 16 Empire Road (cnr Hillside Road), Parktown, Johannesburg, 2193
Postal Address: PO Box 12500, Mill Street, Cape Town, 8010
www.businessmediamags.co.za

Printing: CTP Printers, Cape Town

Follow and like us to keep up to date with SALGA news.



Copyright: Picasso Headline and SALGA. No portion of this magazine may be reproduced in any form without written consent of the publisher. The publisher is not responsible for unsolicited material. Voice of Local Government is published quarterly by Picasso Headline. The opinions expressed are not necessarily those of SALGA or Picasso Headline. All advertisements/advertorials and promotions have been paid for and therefore do not carry any endorsement by SALGA or the publisher.

SALGA National Office
Menlyn Corporate Park
Block B
175 Corobay Avenue
Cnr Garsfontein and
Corobay
Waterkloof Glen, Ext 11
Pretoria
0001
Tel: 012-369-8000
Fax: 012-369-8001

SALGA Eastern Cape
Berea Terrace Office
Building
First Floor, Suite 3
Berea
East London
5214
Tel: 043-727-1150
Fax: 043-727-1156/67

SALGA Free State
SALGA House
36 McGregor Street
East End
Bloemfontein
9300
Tel: 051-447-1960
Fax: 051-430-8250

SALGA Gauteng
3rd Floor Braampark
Forum 2,
33 Hoofd Street
Braamfontein
2017
Tel: 011-276-1150
Fax: 011-276-3636

SALGA KwaZulu-Natal
4th Floor Clifton Place
Hurst Grove
Muggrave
Durban
4001
Tel: 031-817-0000
Fax: 031-817-0034

SALGA Limpopo
127 Marshall Street
Polokwane
0699
Tel: 015-291-1400
Fax: 015-291-1414

SALGA Mpumalanga
SALGA House
11 Van Rensburg Street
Nelspruit
1200
Tel: 013-752-1200
Fax: 013-752-5595

SALGA North West
56 William Street
Witkoppies
Klerksdorp
2571
Tel: 018-462-5290
Fax: 018-462-4662

SALGA Northern Cape
Block Two, Montri
Corporate Park,
10 Oliver Road,
Monument Heights,
Kimberley
8301
Tel: 053-836-7900/8
Fax: 053-833-3828

SALGA Western Cape
7th Floor
44 Strand Street
Cape Town
8000
Tel: 021-446-9800
Fax: 021-418-2709



Medical Aid *in Action*

SMS *action* to 32291

to find the Medihelp plan that will suit you and your family's needs.

Get trusted medical aid cover from Medihelp.

Our committed service and years of experience ensure you are in control of your healthcare journey.

Speak to us today.



Positively impacting the lives of members, their families and communities, today and tomorrow.



THE NATIONAL FUND FOR MUNICIPAL WORKERS has grown to be the largest retirement fund in the Local Government industry and with more than 55 000 active members employed at municipalities throughout South Africa, it is clear that the NFMW is the fund of choice.

The Fund's vision is to positively impact the lives of members, their families and their communities, today and tomorrow - and its mission is to be a trusted custodian who grows members' investments and keeps members informed along the way to a secure retirement.

What sets the NFMW apart?

- Our members are at the centre of everything we do: decisions, behaviours, and the strategies in the management of the Fund. The Fund's purpose of existence is to financially secure the future of its members.
- Service excellence
- Low administration costs translate to less of members' contributions towards the cost of administration and more towards savings.
- The NFMW has an excellent long-term investment performance track record on par with the best global balanced managed portfolios in South Africa and ahead of other Local Government retirement funds



Mr Leslie Ndawana, the NFMW's Principal Executive and Chief Executive Officer delivered the following message on the proposed rationalisation/restructuring of local government retirement funds.

The proposed rationalisation/restructuring of Local Government retirement funds will allow members to move to the fund of their choice and take up membership at that fund. Retirement funds will be required to undergo an accreditation exercise to ensure that they meet the criteria as set out by the South African Local Government Bargaining Council (SALGBC). The Local Government retirement funds sector restructuring/rationalisation is meant to ensure that members receive value for their contributions and save as much as possible towards their retirement. The process is also meant to ensure that all retirement funds are properly governed and that they put the interest of members first.

The NFMW supports the proposed retirement funds restructuring exercise as we believe that members who are locked into funds due to the current restrictions, should be given the freedom to choose retirement funds that are cost-effectively managed, practise good governance and responsible investing in order to provide members with desirable retirement outcomes. The Fund will partake in the accreditation process as the criteria pose no threat to well-managed and cost-effective funds, like the NFMW. Rather, this provides funds like the NFMW with an opportunity to grow in membership and assets resulting in a further reduction in costs, improved benefits and even better returns for our members.

The earliest anticipated implementation date for the window period during which members will be allowed to move from one fund to another is still to be confirmed. A detailed fund comparison on costs, benefits and investment performance will be made available so that members and potential members can compare accredited funds before deciding on which fund to participate in, or transferring between funds. We will, as always, ensure that you are updated on any new developments in this regard.

We look forward to continuing to serve our members beyond the rationalisation exercise. ■

THE BATTLE OF THE BALLOTS IS ON

It's official, the 2021 Local Government Elections will be held on Wednesday, 27 October 2021.

Xolile George, SALGA CEO, explains the measures the association is putting in place to ensure municipalities are prepared



SALGA CEO Xolile George

Months before President Cyril Ramaphosa announced the date of the fifth local government elections, we were planning how to prepare our members. Since the election always has to be held within a certain time frame, according to the Constitution, we are pleased to have an end date and target set in stone. Naturally, these elections will be particularly challenging, due to the ongoing COVID-19 pandemic.

In March this year, the SALGA National Executive Committee approved a framework for the transition to guide municipalities on dealing with the change. More recently, the National Members Assembly (NMA) convened for a two-day meeting to discuss the progress and deal with the challenges.

Based on the framework and the recommendations of the National Members Assembly (NMA), we have identified a three-phase approach, which – followed correctly and dependent on us all working together for a common purpose – should enable the elections and their attendant challenges to be resolved relatively painlessly.

SALGA'S THREE-PHASE APPROACH

In the first phase (before elections), we will assist our members in getting the elements of the build-up in place, including among others, voter registration, the identification and set-up of polling stations and the nomination of candidates. Working together with the municipalities we will ensure that they are as prepared as possible, despite the challenges created by the virus. One of the key issues we are addressing is the provision of adequate sanitisers, the correct spacing in voting queues and strict enforcement of relevant social distancing measures.

During the elections (phase 2), we will focus on what is expected of municipalities in dealing with complex issues such as implementing COVID-19 safety protocols at the polling stations and managing the declaration of results.

The crucial final phase – post-elections – is handling the transition from the previous regime to the newly elected municipal councils. This involves developing and rolling out guidelines as governance support, underlining the roles and responsibilities of structures and political office bearers, planning the inaugural meeting of the newly elected council and assisting with protocols related to the administration and funding of municipal activities during the transition.

BROADER FOCUS OF THE FRAMEWORK

The framework will also focus on the broader transition, where SALGA will assist in developing a social plan for councillors, defining the roles of municipal managers, focusing on the recruitment of senior managers, developing the relationship between district and local municipalities, undertaking a register of assets, and providing guidance around pensions and clarity regarding remuneration and benefits for incoming councillors.

Other issues the framework will address include ensuring support for nonreturning councillors and the adoption of the programme of action for the development of the SALGA five-year strategy for the 2022 to 2027 term.

Local government is centred around restoring the dignity of people, something that demands ethical people in positions of authority. Understanding this, we have made it clear that consequence management must be implemented, and those found to have acted "wrongly" or be corrupt must be dealt with in a manner that sends a clear message.

LET'S STAND TOGETHER AND REMAIN FOCUSED

While the importance of properly managing the transition from the fourth to the fifth term of local government is secondary to ensuring that the elections are held safely, both are given massive weight by SALGA. As the country's citizens head for the ballot boxes we are aware of the amount of work you, our members have to do to ensure the safest possible elections. And, we ask you all to remember that effort, care and dedication are just one side of the coin; a strong focus on understanding and answering the communities' needs and ensuring effective service delivery is the other.

Therefore, in the spirit of Thuma Mina, let me ask each and every one of you to remain focused and dedicated to your tasks so that we can ensure a safe and successful elections, and an easy and uncomplicated transition of local governments thereafter. ■

We have identified a three-phase approach, which – followed correctly and dependent on us all working together for a common purpose – should enable the elections and their attendant challenges to be resolved relatively painlessly.

REAL SAVINGS ON THE VALUE CORE PLAN



Accessing value from a medical aid plan doesn't have to be linked to a hefty price-tag. With Hosmed's Value Core plan, medical aid doesn't have to be a luxury. Your single-parent family can be covered and you can enjoy a life worth living!

GIVING SINGLE-PARENT HOUSEHOLDS THE BEST VALUE

At some point in our lives, we may assume the responsibility of parenthood. For many in South Africa, these responsibilities are shouldered in isolation, as evidenced by the prevalence of single-parent households in the country. The struggles of being a single parent are punctuated by the quest to consistently make ends meet and sometimes, compromise is the name of the game.

Compromises might be made to the family budget in an attempt to keep the ship afloat, however the risk of these compromises, especial as relates to medical aid - shouldn't be to the detriment of the family. While 22.6% of South African households have at least one member who belongs to a medical aid scheme, for many single-parent households, medical aid is an expense sometimes viewed as a luxury.

With Value Core, we can demonstrate that lower contributions on a traditional plan may also provide significant savings, while still offering better coverage of out-hospital benefits

VALUE CORE ISOLATES THE PRIMARY NEEDS OF SINGLE-PARENT FAMILIES

The plight of single-parent households' ability to access medical insurance has prompted Hosmed Medical Aid Scheme to develop a plan that speaks directly to all single-parent homes. The product team has gone to great lengths to consider their difficult economic circumstances and this has resulted in the development and launch of the Value Core plan.



Value Core isolates the primary needs of single-parent families and offers a competitive rate for members, with significant savings per annum (up to R4 500 per annum as compared to other schemes' offerings).

Here are a few of the benefits that single-parent families can expect from Value Core:

- The same out-hospital benefits offered to Access Value plan members.
- There are unlimited GP consults and higher out-hospital benefits.
- There is unlimited hospitalisation within the Network, subject to sub-limits not being exceeded.

To get the Value Core Plan, sms your number to **49936** or call **0860 00 0048**



TECHNOLOGY SOLUTIONS FOR SOUTH AFRICAN MUNICIPALITIES

HENSOLDT South Africa is ready for partnerships to safeguard local infrastructure

Municipalities across South Africa are increasingly looking for technology solutions to protect their valuable assets and mitigate the impact of natural disasters such as wildfires and floods.

HENSOLDT South Africa, the country's leading manufacturer of electro-optical systems, has developed world-class technology that is proven and ready to support cities and municipalities.

Already HENSOLDT technologies have been used to successfully combat runaway wildfires in Cape Town and Knysna, protected precious wildlife in Mpumalanga and Limpopo and contributed to the apprehension of smugglers on South Africa's borders.

These leading-edge technologies are now available to metro, district and local municipalities. HENSOLDT will partner with municipalities to design and implement technology solutions to meet their unique requirements.

EYE-IN-THE-SKY

During the recent fire that ravaged Table Mountain, destroying some 600 hectares of land and causing extensive damage to parts of UCT and Rhodes Memorial, the municipality wanted to find the most cost-effective measures to combat the blaze and protect the lives and properties of residents.

The ARGOS-II HD, a sophisticated airborne observation system, was fitted to a Helix ISR aircraft, provided by CADG, to provide round-the-clock monitoring of the situation. This offered firefighters and rescue workers a valuable "eye-in-the-sky" with the ability to track a fast-moving disaster and trigger appropriate responses. The high-tech cameras on the ARGOS-II were able to detect immediate and future hotspots and monitor the success of the firefighting efforts.



The aircraft with its ARGOS-II cameras could fly high and above the strong winds and monitor a potentially devastating fire on a 24/7 basis from a distance of about 7km.



Clear images and data were downloaded to the command-and-control centres, enabling them to direct their firefighting and rescue activities to the correct spots, saving time and effort, and contributing to higher levels of efficiency.

The ARGOS-II is a versatile system that is also widely used by law enforcement and border protection agencies in Europe. Its infrared cameras can detect the movement of vehicles, people and contraband and alert authorities to potential threats.

PROTECTING INFRASTRUCTURE ON LAND

On the ground, the HENSOLDT NightOwl is exceptionally effective for observation at extreme ranges. The highly mobile system is deployed at strategic locations to monitor suspicious movements and criminal activities.

It has already been used with great effectiveness in border protection and conservation management and has played a valuable role in the broader national efforts to safeguard endangered species.

Similar technology is available to protect local government infrastructure in a wide range of applications.

- It can be used by law enforcement to recognise the licence plates of stolen vehicles.
- It can identify and track moving violators.
- It can be installed at municipal key points such as power stations, water treatment plants, warehouses and office parks.

HENSOLDT South Africa is a local company with research and manufacturing facilities in both Tshwane and Cape Town.

It forms part of the global HENSOLDT group, which is a market leader in electronic and security solutions. ■



For more information:

- ☎ +27 12 674 0226
- ✉ infos@hensoldt.net
- 🌐 www.hensoldt.net





The Johannesburg Junior Executive Council during an education on Freedom Day this year.

THE YOUTH AND CIVIC ENGAGEMENT

Getting the youth involved in civic activities will ensure that the country's future leaders are equipped with the skills and mindsets to contribute to South Africa's growth and success, writes **Puseletso Mompei**

Involving young people in various local government projects is crucial to developing civic-minded citizens and responsible, informed leaders. To entrench a culture of active citizenry in the country's youth, municipalities, including the City of Johannesburg, eThekweni, Midvaal, and others, have embarked on initiatives and programmes to include and develop the youth and address some of their issues.

CITY OF JOHANNESBURG: CREATING LEADERS

The City of Johannesburg says that the core business of the legislature is to ensure good governance, built on a strong and empowered citizenry.

The Johannesburg Student Council (JSC) is a civic education channel that was developed to enhance public participation, develop civic-mindedness and educate citizens about local government. Established in 2008, the JSC's aims are to: create awareness of the importance of civic responsibility through skills and leadership development; build the awareness of and interest in the affairs of local government; and act as a platform for the youth where ongoing dialogue and discussion on issues affecting them is encouraged. The council develops and encourages volunteerism in the youth and demonstrates its importance for communities, the city and the country. It also introduces the concept of "model citizen", describing it as one who is aware of constitutional rights and obligations.

The council hopes to develop a new generation of local government practitioners who are knowledgeable about civic issues and the functioning and structures of local government. During their two-year term of office, the students sitting on the council participate in interactive workshops on topics including democracy education, use of social media and technology, personal branding, protocol and etiquette, and listening skills. They also enrol in programmes aimed at skills development, including project management skills, debating skills, creative arts, writing skills and organisational skills.

The Junior Student Council programme promotes volunteerism by identifying institutions and communities where volunteer work is needed, for example, orphanages and old age homes. Exposure is a key component of the council and it facilitates international and local exchanges to the USA, Germany and Cape Town. >

The Johannesburg Student Council is a civic education channel that was developed to enhance public participation, develop civic-mindedness and educate citizens about local government.



The City of Mbombela's agricultural programme is helping young trainees to earn an income.

eThekweni Municipality's Youth Programme seeks to empower young people with entrepreneurial skills. Its vision is to create a conducive environment and support youth development initiatives to improve the socioeconomic status of young people.

CIVIC EDUCATION EXCURSION PROGRAMME

Recently, SALGA in collaboration with the City of Johannesburg embarked on a youth-oriented civic education excursion programme in the form of a Junior Executive Council. It comprised a newly elected junior mayor and councillors who were placed in different portfolios within the city. The council was made up of a mixture of young people of different racial groups from 22 schools around Johannesburg. The excursion aimed to educate them on and raise awareness of our country's history.

On 27 April 2021, the city's Junior Executive Council visited the Hector Peterson Memorial Museum and Nelson Mandela House Museum. These platforms were used to educate the youth on the struggle, as well as to reflect on what local government and service delivery have meant for the freedom of citizens. The date marks that historic day in 1994 when the first free and democratic elections were held and the nation was introduced to peace, unity, and the restoration of human dignity – hallmarks of Freedom Day. This is a day for all South Africans to celebrate the relentless efforts of those who fought for liberation. The city is committed to defending that sacred freedom, however, this can only be done by ensuring that the next generation is sufficiently educated about our country's history to protect and pass it on to future generations.

ETHEKWINI MUNICIPALITY: CHAMPIONING ENTREPRENEURSHIP

Youth Programme eThekweni Municipality's Youth Programme seeks to empower young people with entrepreneurial skills. Its vision is to create a conducive environment and

support youth development initiatives to improve the socioeconomic status of young people. The municipality is responsible for promoting, advocating and lobbying for, and facilitating an enabling environment that seeks to improve young people's access to skills, employability and entrepreneurship.

The Youth Programme has four focal areas:

- entrepreneurial skills
- organisational development and capacity building
- local youth forums
- youth outreach programme.

The Entrepreneurial Skills project is aimed at equipping youth who are already in business with the skills to enable them to compete in the mainstream economy. The project is implemented in partnership with the Business Support and Skills Development Units. Companies that have been trained have formed a consortium that co-ordinates activities and support one another in developing their businesses.

The municipality's Organisational Development and Capacity-building project places emphasis on empowering youth formations with the capacity to effectively manage their organisations. It focuses on four areas – the empowerment of youth formations to contribute positively to addressing social imbalances; fighting unemployment; improving organisational discipline in youth organisations; and enabling youth to participate in council matters.

Local youth forums have been established in all wards to strengthen the notion of participatory democracy. These structures will ensure youth participation and serve as channels for disseminating information. They will also interact with the KwaZulu-Natal South Africa Youth Council (KZNSAYC) and support the youth office in championing youth interests. The municipality's Youth Outreach programme is designed to highlight opportunities for the youth to fight poverty and create jobs. Various departments are invited to attend gatherings. This project has three objectives – the empowerment of youth to widen their scope of business initiatives, to allow different departments to evaluate the relevance of services rendered to young customers, and to keep the youth database up to date.

The youth office celebrates national holidays in partnership with other role players like the Provincial Youth Commission. Celebration

The arts are a key industry for the [Tshwane] municipality, and the youth office assists aspiring young musicians through organising festivals, workshops and symposia. The office has trained and supported aspiring film-makers and produced a few productions such as *Mjindi* and *Nomvula*.

of Youth Day is part of the nation-building initiatives and is a way of keeping South African youth in touch with their history.

TSHWANE MUNICIPALITY: EMPOWERMENT AND ENTREPRENEURSHIP

Tshwane Municipality has various initiatives focusing on the youth, these include the construction subprogramme, which is aimed at empowering local people through the procurement of services as mandated by the Preferential Procurement Policy Framework. The type of services provided on this programme include bricklaying, civil works, plumbing, electrical, columns, plants, water tanks, tippers and other construction essentials.

The municipality's partnership with the Youth Chamber of Commerce allows it to apply for Galitos franchise to be based on the campus and owned by young people. Ten per cent of the profit made through the franchise will be contributed to tuition fees for needy students. The municipality is also poised to open a poultry farming co-operative for young people to breed chickens and supply the franchise with chickens and vegetables. Other programmes include clothing and textile development that can be put to use in the production of graduation gowns, dresses, suits and personal protective equipment for various departments such as schools, hospitals, and prisons.

The agriculture subprogramme deals with farming in both livestock and crops. It has trained many young people and entered into agreement with several retailers to provide the youth with potential business.

The University of Tshwane and the municipality have signed a memorandum of understanding (MoU) and will be exploring it to benefit both the university students and general society. Potential businesses that can help to ease the financial burdens of students include hairdressing, nail salons, spas, and other beauty services. The car wash subprogramme aims to develop and train youth-owned co-

operatives to manufacture washing substances and polish to supply to car wash operations.

The waste management subprogramme targets recycling, water reticulation and grass cutting. The arts are a key industry for the municipality, and the youth office assists aspiring young musicians through organising festivals, workshops and symposia. The office has trained and supported aspiring film-makers and produced a few productions such as *Mjindi* and *Nomvula*. The municipality has a good sports programme and before the outbreak of COVID-19, it was in the process of entering into a partnership with Siyabonga Nkosi Foundation to develop soccer players through its school of excellence.

The municipality's youth empowerment programme achievements include successfully recruiting 350 youth to participate in the Masisebente Youth Development Programme. It also assisted in the construction of a car wash facility owned by Makhosi from the eastern region around Kabokweni. The car wash has created five permanent jobs for the youth of the area and it has a traditional food outlet, which is owned by a young woman, bringing the number of job opportunities to six. The office has successfully piloted a code 10 driver's licence programme and has had five beneficiaries obtain their licences. The municipality looks forward to assisting as many destitute young people across the city as possible. The city has partnered with Brian Shabangu Academy whereby the office raised R50 000 for the school fees and uniform of a young man from Mbombela – he is now based in KwaZulu-Natal and has been recruited to the AmaZulu FC Development. The municipality hopes to support more talent within the city.

The City of Mbombela has signed an MoU with Mbombela Film and CCFS, this agreement entails creating job opportunities in film, stage plays, drama, music, fashion shows, and other creative ways. The city

and Mbombela Film have partnered with a production company to shoot a 13 episode series in Barberton commissioned by the SABC.

MIDVAAL: MOVING AHEAD WITH DEVELOPMENT PROGRAMMES

The executive mayor of Midvaal has identified youth development as one of the critical areas needing intervention to alleviate high unemployment, poverty and socioeconomic ills. He has since introduced the Kgatelopele Youth Development Programme.

The programme trains youth in skills development, business administration and management, entrepreneurship, and sector specific technical skills. About R1-million was used for training and development, and R30-million worth of opportunities was set aside for this programme. Young graduates are considered and linked to job opportunities or further training programmes.

The Kgatelopele Youth Development Programme was conceptualised and implemented to empower and capacitate the youth so that they can compete fairly within the municipality's procurement opportunities and other business interests. Kgatelopele companies are continuing to express interest in the municipal procurement opportunities, and some have been awarded tenders. Some of the Kgatelopele companies participated in the "War on Leaks" Programme – an initiative to stem water loss that was implemented across the municipality.

Junior Council Programme

The Junior Council Programme is one of the ways the municipality contributes towards educating and developing the youth in Midvaal. It helps foster and create a sense of civic awareness and pride among youth. This programme has helped to promote tolerance by introducing learners to various cultures, languages and practices.

Midvaal's Junior Council meets monthly to plan academic activities in participating schools. After every meeting, they debate different topics with an emphasis on citizen responsibility. Junior Council activities include computer training programmes, a learner's licence preprogramme, report writing skills, life skills, community development programmes and conservation efforts. ■

NATIONAL SILTATION PROGRAMME TO ENSURE LONGEVITY OF SA'S LARGE DAMS

A three-year programme, managed by the Water Research Commission and funded by the Department of Water and Sanitation, is expected to ensure the longevity of South Africa's large dams

The National Dam Siltation Management Programme is expected to develop a Siltation Management Strategy to ensure the effective and sustainable management of the nation's bulk water resource infrastructure.

As a water-scarce country with extremely variable rainfall, South Africa is highly dependent on the storage of water in large dams for its water supply. Nationally, the total storage capacity of the major reservoirs in the country amounts to an estimated 33 900 million m³ – or about 70 per cent of the mean annual runoff from the land surface of the country. Most of South Africa's dam infrastructure was constructed before 1980 and therefore many of these engineering structures are decades old. In addition, seven of South Africa's nine provinces rely on interbasin transfers – where water is transferred from one catchment to another through sophisticated water infrastructure – which provide more than half of their water requirements.

However, these large dams experience various threats to their sustainability, not least of which is siltation. South African rivers, in general, carry large loads of suspended silt, both as a result of natural processes and human-induced activities, such as deforestation, industry activities, improper farming techniques and overgrazing. Silt ends up in the country's dams where it reduces the storage capacity. The problem is exacerbated by an increase in high-intensity rainfall events coupled with longer periods of aridity as a result of climate change.

LOST CAPACITY AND SILTATION MANAGEMENT

All of South Africa's dams are affected by siltation to a greater or lesser degree. The most well-known example is the Welbedacht Dam on the Caledon River in the Free State Province. The dam was originally constructed in 1973 to supply water to the city of Bloemfontein. By 1988, merely 15 years after construction, the dam had already lost 73 per cent of its original storage capacity. Hazelmere Dam, located on the Mdloti River in KwaZulu-Natal and completed in 1975, has lost more than 25 per cent of its original design capacity through siltation.

It is estimated that South Africa is losing about one per cent of storage capacity in its dams to siltation every year. The limits to the development of surface water sources have almost been reached and the opportunities for the spatial economic placement of new dams are few. Dam construction is costly, and it is not cost-effective to replace the lost capacity in existing water infrastructure by building more bulk water infrastructure. It is therefore imperative that the country manages its existing bulk water infrastructure as effectively as possible and extends the storage life of its existing large dams. There are several options for preventing and managing siltation in South Africa's dams. Siltation management should not be a blanket approach and should be site-specific.

There is thus a requirement for a toolbox of solutions to address the siltation challenge in South Africa. To this end, the Department of Water and Sanitation (DWS) appointed the Water Research Commission (WRC) to develop the National Siltation Management Strategy for Large Dams in South Africa, more commonly known

as the NatSilt Programme. The programme represents a collaborative, transdisciplinary approach to tackle the wide spectrum of dam siltation and storage capacity challenges in South Africa.

The programme was officially launched in May 2021 at the NatSilt Symposium on Protecting Our Source Water Systems, a virtual event held over two days. Key outcomes of the symposium included the role municipalities play in the maintenance of the catchment areas and how crucial it is that there is co-operation between the various government departments in ensuring the success of the programme. Leonardo Manus, acting deputy director general: Infrastructure Operations & Maintenance at the DWS, says: "We have established our whole economy and livelihoods around these majestic dam structures, but we can so easily lose them if we don't apply proper management procedures to keep them in that state.

"The NatSilt Programme will provide the department with tools and intelligence to make appropriate, site-specific decisions regarding each dam instead of having a blanket approach," he explains. "Where sedimentation occurs to such an extent that it has to be dealt with, we will create a business model that will not be detrimental to those who are dependent on the dam. To minimise costs to the downstream users in that specific catchment, we need to find alternatives to expensive methodologies and dredging models to keep any dam operating."

The NatSilt Programme, aims to ensure that bulk water resource infrastructure is managed in an efficient, effective and sustainable manner to ensure economic growth, social development and poverty eradication. "The programme will provide a package of siltation management solutions as well as an overall strategy. With this programme we hope to not only address some of the water challenges the country is facing, but also to establish a collaborative approach to dealing with matters affecting the water sector rather than organisations and institutions working in silos," says WRC senior project manager Lesego Gaegane.

"Siltation of dams is a worldwide problem, which results in the loss of storage capacity and exacerbates water insecurity. Effective siltation prevention and management will save scarce fiscal resources by extending the life cycle of our existing dams."

THREE PHASES

The programme is being undertaken in three phases, the first of which is currently underway. The main objective of phase one is the development of the Siltation Management Strategy to prevent and manage the siltation of dams as well as stimulate local economies and cost recovery. The strategy will be supported by:

- risk management, monitoring and evaluation frameworks
- governance and financial considerations
- An implementation plan and future research requirements

It has been recognised that all the dam siltation management tools and strategies will not be implementable without a parallel capacity-building component to support new skills development and skills transfer through the project and its design.



Phase one will also see the investigation of the current models being used to manage siltation in South Africa. The objective is to generate and test tools that will enable the alleviation of dam siltation through optimised catchment management as well as dam engineering methodologies and innovations. An operations model will be proposed to optimise and enhance dam management plans, processes, procedures, regulation and compliance. A toolbox will be developed alongside this that will delve into critical decision areas, system indicators and management boundaries in relation to efficient and effective siltation management. As part of a risk monitoring framework, real-time monitoring indicators and responses will be proposed, including costs to operationalise. For new dams, design considerations will be developed to ensure siltation is minimised as well as considerations of the cost-benefit of dam basin management versus siltation of the dam.



Dredging can be a technique to deal with sediment in dams, although it is seen by many as an expensive solution that is highly site-specific. There are several advantages and disadvantages when it comes to dredging. These factors, together with frequency, cost/benefit and environmental risk, will be investigated towards the development of a dredging model that will guide such activities in South Africa. Priority sites will be identified through a consultative process to capture areas requiring intervention. It has been recognised that all the dam siltation management tools and strategies will not be implementable without a parallel capacity-building component to support new skills development and skills transfer through the project and its design. The programme will develop training material, modules and four skills programmes during phase one to support a successful and value-adding phase two.

It is estimated that South Africa is losing about one per cent of storage capacity in its dams to siltation every year.

Phase two is expected to start during the second year of the NatSilt Programme, which will run in parallel with the close-out of phase one. Phase two will entail the piloting of the decision-making tools, operations models, dredging models and protocols, capacity building and monitoring and evaluation indicators.

Three sites have been identified where these tools and models will be piloted:

- Welbedacht Dam (Free State)
- Hazelmere Dam (KwaZulu-Natal)
- Darlington Dam/Orange-Fish Government Water Scheme (Eastern Cape).

Phase three is the culmination of the programme. This phase will involve taking the learnings from phases one and two and revising the strategy, adapting and improving the models and tools based on stakeholder engagement and pilots.

The NatSilt Programme will be concluded at the end of 2023. ■

“Siltation of dams is a worldwide problem, which results in the loss of storage capacity and so exacerbates water insecurity. Effective siltation prevention and management will save scarce fiscal resources by extending the lifecycle of our existing dams.” – Lesego Gaegane

For more information:

Lesego Gaegane
Senior project manager
✉ lesegog@wrc.org.za

Vuyokazi Matiwana
Project officer
✉ vuyokazim@wrc.org.za



RESPONDING TO THE NEW NORMAL

The COVID-19 pandemic is not just a health crisis and “an economic blip that will pass”, but also a turning point in history. All spheres of government need to respond in proportion to the massive impact the pandemic will create for decades to come, reports **Jermaine Craig**



The township economy was hard hit by COVID-19.

LOCAL GOVERNMENT PUT UNDER PRESSURE

Municipalities have had to step in during this time of crisis, even performing functions outside of their usual scope, when the communities they serve have most needed their help.

“As a frontline sphere that carries the hopes and aspirations of many South Africans through the provision of life-supporting services, local government has had to bear the full brunt of the pandemic. Communities in desperate need of assistance – from shelters to food parcels – turned to local government for support, mainly due to proximity. This led to the sector performing functions outside of its legislative mandate, such as providing shelter for the homeless, to mention just one,” says Letlhaku.

He says other challenges have directly impacted local government, some precipitated and others exacerbated by the pandemic. These include:

- A sharp decline in revenue has impacted the ability of municipalities to deliver services. This will have a knock-on effect on addressing infrastructure backlogs.
 - Low revenues will affect the liquidity of municipalities. This will further lead to a rise in bad debts provision and thus a decline in municipalities’ operating balances over the foreseeable future.
 - An increase in the number of indigent households, further eroding the municipalities’ revenue base.
 - Despite the plummeting revenues, municipalities are still faced with rising costs stemming from the response efforts to the pandemic, for example, interest-free incentives for overdue rates and taxes, shelter for homeless people and food parcels.
- Leadership mattered most right now and Letlhaku says that municipalities need to be guided through a post-COVID-19 transition to

The COVID-19 pandemic has devastated governments and economies worldwide and South African municipalities – already ravaged by strained cash flows – have been hard hit. “The country and world at large faces a threat of epic proportions, one that has decimated even the biggest economies and, by extension, livelihoods. Though the world has previously experienced economic setbacks – such as the 2008 financial crisis – they pale in comparison to the novel COVID-19 pandemic. What makes the current crisis peculiar is that, unlike the previous events, it is not a typical economic cycle – like a recession, where economies contract and later rebound – but a far worse and cataclysmic event in history,” says Gaethijwe Letlhaku, senior advisor Economic Development for SALGA Gauteng, as he seeks to take stock of this unprecedented time.

Letlhaku says what made matters worse is that even before the pandemic reached South African shores, the country’s economy was already in the doldrums.

“As such, the pandemic has not created a new problem, but simply exacerbated an already existing and deeply entrenched crisis of chronic poverty, unemployment and inequality. It is safe to say that the legacy of this pandemic will live with us long after it is defeated. Any response should thus be proportional to the magnitude of the problem at hand and should not trivialise this period as another economic blip that will pass easily, for this is a catastrophic event and a turning point in history that will have far-reaching implications not only for the economy, but also for the future of humanity. Furthermore, the COVID-19 pandemic has somewhat levelled the playing field as it relates to economic challenges wherein countries can develop new economies within their borders and be less reliant on imports,” says Letlhaku.



Professor Wim Naude of Cork University.

“We are in a time of great uncertainty and it is important to note the crucial role that local municipalities can play in the resuscitation of the economy. In many instances, local government plays an even more important role than central government.” – Professor Wim Naude

continue to serve their communities, minimise negative economic impacts, and maximise their economic recovery.

WHAT THE EXPERTS ADVISE

Professor Wim Naude of the Cork University in Ireland provided some insights into the key considerations for municipal trade and investment in a post-COVID-19 reality.

“We are in a time of great uncertainty and it is important to note the crucial role that local municipalities can play in the resuscitation of the economy. In many instances, local government plays an even more important role than central government,” Naude told delegates.

Martin Cameron, managing director of Trade Advisory Research South Africa, told the delegates that South Africa can promote economic growth through leveraging off exports, which happen within municipal jurisdictions.

“Government needs to play a facilitation role to enable companies to do better business and grow exports,” said Cameron.

He urged municipalities to also view economic resuscitation holistically, saying that service delivery is key to opening up investment opportunities. He added that South Africa depends largely on municipalities to go back to basics and deliver equitable and efficient service delivery, which will enable investment opportunities overall, especially where infrastructure is concerned.

“The basic building blocks are the foundation for economic resuscitation, and municipalities hold the power. There is no magic formula, let’s rather focus on getting basics right,” Cameron stated.

SALGA senior adviser on municipal trade and investment Vaillet Mukotsanjera-Kowayi says that the pandemic’s impact on municipal trade and investment could be felt in the reduction in domestic and foreign investments, in international trade due to travel restrictions, shrinking household savings, which compromise investments, and high company shutdowns and disinvestments.

BACK TO THE BASICS

SALGA has gone back to the basics in assisting municipalities to get the building blocks in place to help aid their recovery.

“Since 2019, SALGA has, through its economic growth and investments portfolio, been implementing recommendations from its Municipal Trade and Investment Situational Analysis research. The implementation of recommendations is SALGA’s effort to assist municipalities to create an enabling environment for business set-up, operation and expansion. So far, it has developed Municipal Investment Guidelines that aim to assist municipalities in formulating and reviewing their investment attraction, promotion and business retention strategies,” says Mukotsanjera-Kowayi.

“The guidelines provide clear strategies for municipalities to attract potential investors and provide business retention and expansion to existing businesses. The guidelines will be piloted in selected municipalities in the current financial year. There will be an increased focus on business retention strategies to avoid company shutdowns and job losses.

The guidelines also provide a framework of how to promote their municipalities as investment destinations and packaging communication strategies and provision of financial and non financial incentives,” she explains.

SALGA has been working closely with the Department of Small Business Development (DSBD) on the national Red Tape Reduction initiative.

“The objective of the initiative is to assist municipalities with administrative simplification and red tape during the investment approval processes. SALGA is also working in collaboration with the National Treasury (NT) and Department of Trade, Industry and Competition (DTIC) to assist metropolitan municipalities to reduce the cost of doing business and improve the ease of doing business through the ‘Doing Business’ and ‘Sub National Doing Business’ research and reform programmes. SALGA is conceptualising a programme that seeks to benchmark municipalities against each other with respect to municipal investment competitiveness. The current efforts have been focusing only on metropolitan municipalities,” says Mukotsanjera-Kowayi.

The fourth industrial revolution (4IR) has had an impact on economic recovery for municipalities through the greater use of digital technologies to provide services, such as the electronic rates clearance certificates.

Mukotsanjera-Kowayi says 4IR has also facilitated the use of automation for business registration (CIPC), investment approvals and simplifying licencing processes.

Regarding international best practices, SALGA has benchmarked countries such as Kosovo, Phillipines, Sri Lanka and Croatia (Municipal Competitive Index), as well as Rwanda and Mauritius (improved ease of doing business ranking in Africa).

THE OPPORTUNITIES FOR TRANSFORMATION

Lethaku says that while the pandemic has brought into sharp focus the deep and chronic inequalities bedevilling our country, it has also provided opportunities.

“While these structural inequalities were prevalent pre-COVID, they have nonetheless become more glaring during the pandemic. It is therefore incumbent upon all of us to use this crisis as an instigator of transformation and, in the process, create a new, inclusive economy that works for all. This is a once-in-a-lifetime opportunity that should not be missed. As the saying goes, ‘in every crisis lies an opportunity and the deeper the crisis, the better the opportunity,’” says Lethaku. >



Vaillet Mukotsanjera-Kowayi

DID YOU KNOW?

More than 2.2 million indigent households benefit from free basic water services, while 1.8 million score from free basic electricity. On top of this, 1.5 million receive free sewerage and 2 million benefit from free solid waste management.

Source: Stats SA's annual Non-financial Census of Municipalities (NFCMS) report for 2019.

Some of the options that SALGA Gauteng says are available:

- Forge a new, more resilient economy: one that is more durable and human-centric and less susceptible to the anarchy of the global market.
- Pursue an economic model that not only facilitates, but also expedites restorative justice.
- Shore up the economy against future shocks by gradually building in self-containment – through, in part, local manufacturing – in key sectors to guarantee resilience, and in the process ensure that exposure to external factors is minimised.
- Explore other avenues of economic prosperity.
- The province is currently facilitating and co-ordinating economic development role players to effectively support municipalities in areas such as trade and investment (focusing on investment promotion, investment facilitation, after care and business retention) and contribute to the 'Growing Gauteng Together Strategy'.

The COVID-19 crisis, Lethaku says, has meant that innovation and technology have been forced upon us to hasten the pace of artificial intelligence and innovation.

"South Africa has been lagging behind in this regard and COVID-19 has pushed local government to begin to use technology for public participation processes that are legislated and are enshrined in the Republic's Constitution," he says.

"The country has not yet mastered the effective application of stimulus packages that would require re-engineering the tax regime of the country and apply more prudent fiscal discipline to grow local economies.

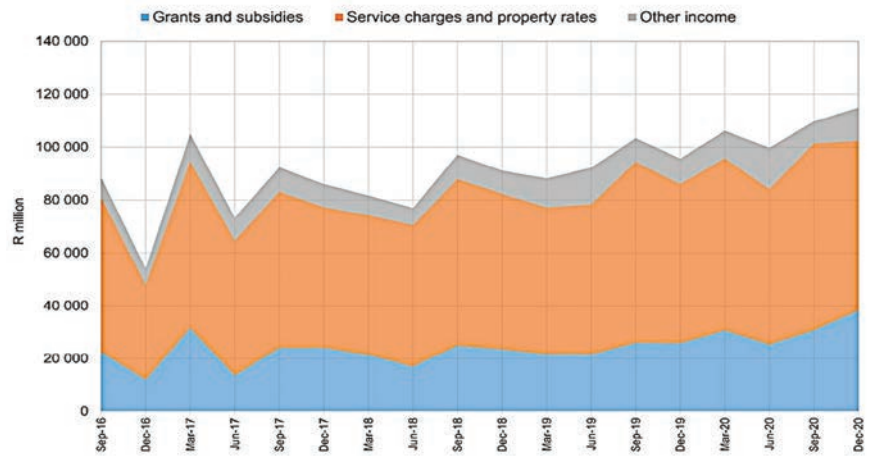
"This pandemic implores local government to be restructured to have direct economic development mandates such as investment attraction, incentives through tax holidays and schemes that would catalyse mainstream economic growth rather than the focus on local economic development," Lethaku adds.

The country's youth, dominant in the country and hard hit by poverty and unemployment, are crucial in saving South Africa's future.

"The youth must be skilled and injected into the economy through changes in tertiary institutions' curricula. Such changes will enable educational institutions to churn out graduates skilled in areas that are required by the market. Research, knowledge and development to ensure that market trends are matched by the requisite societal human capital must result in the absorption of economically active youth. The mechanisms applied must make certain that jobless growth does not happen in light of the South African challenges that have been exacerbated by the COVID-19 pandemic," concludes Lethaku. ■

Municipal income broken down by source

Quarterly data, from the quarter ended September 2016 to the quarter ended December 2020



Source: Quarterly financial statistics of selected municipalities, December 2020



MUNICIPAL INCOME FAST FACTS

- The local government landscape is dominated by eight large metropolitan municipalities that, as a group, contribute about 60 per cent to total municipal income.
- As urban centres, these cities (together with smaller, secondary cities) are able to generate the bulk of their income from service charges and property rates.
- The much smaller, rural municipalities are typically more dependent on grants and subsidies than they are on other income sources.
- The biggest source of income in the service charges and property rates category is the sale of electricity, which contributes about a quarter of total municipal income. When sales of electricity rise and fall, it has a noticeable effect on total income.

"The guidelines provide clear strategies for municipalities to attract potential investors and provide business retention and expansion to existing businesses. The guidelines will be piloted in selected municipalities in the current financial year. There will be an increased focus on business retention strategies to avoid company shutdowns and job losses." – Vailet Mukotsanjera-Kowayi

Insight Empowered

Secure backup, fast recovery.



Data Protector delivers secure, compliant backups of all company data from a single management point. Data loss can materially damage an organization's reputation and its ability to do business. Fast restoration ensures operations quickly return to normal to minimize damage.

Learn more at microfocus.events/dataprotector





BEYOND SCATTERGUN: THE NEW FACE OF RANSOMWARE

Ransomware attacks are on the increase and the consequences are costly. Organisations must invest in multifaceted prevention measures to protect their data

The war on digital security is being fought on different fronts. Cyberattacks are more common and the type and impact have changed. Viruses used to focus on system damage and data destruction, typically randomly infecting as many systems as possible. Now, ransomware attacks are more carefully considered to maximise the hackers' return.

CYBERCRIME IS BIG BUSINESS

So, while the complexity has increased, the potential profits driving each attack have also increased. Cybercriminals understand data is a company's biggest asset and denying access to that information can prevent it from functioning. The result is effectively data kidnapping, or ransomware.

Tools must constantly evolve to conduct ransomware attacks and criminals are more selective when choosing a target. The return may not meet the effort required to attack a "mom-and-pop" business, while enterprises have more to lose, so the potential for a big payout is real.

In 2019, ransomware was reported to have cost businesses \$11.50-billion. A year later, that number was more than \$20-billion¹. Beyond the ransom itself, companies can expect to absorb costs in lost revenue, data, systems and intellectual property; system restorations, re-establishment of operations; and reputational damage. The total cost of cybercrime could be more than \$6-trillion annually by 2021².

Ransomware attacks are not "just" a business issue, but can easily become public emergencies affecting healthcare, communications, transport, and other critical infrastructure.

FOLLOW THE MONEY

But the topline masks the underlying shift in the profile of ransomware. Hackers are, very deliberately, taking aim at different ransomware targets. There seem to be two potential driving factors here. One is the potential financial return and the other is around increasing the likelihood of attack success.

The United States and Europe have always been priority targets, but the scattergun approach hits everyone indiscriminately. This Sophos report³ shows a marked shift to wealthier, more stable countries and those with poor cyberdefences. Well-resourced countries are better prepared to combat ransomware and are therefore less likely to be targeted.

Their lower gross domestic product may have put South Africa, Poland and the Philippines further down the list of organisations most recently hit by ransomware, with South Africa falling from a previous incidence rate of 54 per cent to 24 per cent in the most recent report. Public sector organisations are least likely to be targeted, with 45 per cent of respondents reporting an attack, however, this is only 6 per cent below the average of 51 per cent.

CONSEQUENCES AND THE COVID-19 EFFECT

No country or organisation can afford to be complacent. The threat is real, as the WannaCry ransomware attack on the United Kingdom's National Health Service (NHS) in 2017 proved. The government had to make up £19-million in lost output and £73-million in IT costs.

The DarkSide ransomware gang attack on the United States' Colonial Pipeline in May 2021 shut down one of the East Coast's main oil supply lines, affecting multiple states for five days. Many garages ran out of fuel, sparking panic buying and triggering a state of emergency in several locations. News outlets report that the company paid \$5-million in bitcoin to the hackers.

Both examples prove that ransomware attacks are not "just" a business issue, but can easily become public emergencies affecting healthcare, communications, transport, and other critical infrastructure. Despite increased protection, the attack froze the core operations of Colonial Pipeline. The initial, but unproven, belief is that hackers gained access through phishing emails and the personal equipment of home workers. The pandemic has created new hacking

While electronic defences will prevent many problems, the major attack route remains employee behaviour with 45 per cent of organisations reporting ransomware accessed their system either as a file download or via email.

opportunities as workers access systems through less secure methods.

RANSOMWARE RECOMMENDATIONS

Ransomware attack prevention is multifaceted; each element must be thorough and maintained. The first step is to ensure that systems and software are updated with the latest versions and all security patches are applied. The WannaCry worm exploited a Windows vulnerability for which a patch had already been issued, but not applied by many organisations.

Updated systems need defending by antivirus and antiphishing software. Again, these must be updated regularly to keep up with constantly evolving hacker efforts to find and exploit new vulnerabilities. Deploying analysis software to monitor systems, data, and networks for unusual behaviour can indicate that an attack is in progress and then attempt to stop it.

While electronic defences will prevent many problems, the major attack route remains employee behaviour with 45 per cent of organisations reporting ransomware accessed their system either as a file download or via email, according to the Sophos report. Educating the workforce will reduce the incidence of ransomware ingress by increasing and maintaining awareness.

Ultimately, it is wise to assume an attack will occur, and organisations will be compromised. A robust backup process is needed. Hiding data in the cloud does not make it safe from attack and subsequent encryption, as almost six in 10 ransomware attacks encrypted data in the public cloud, the report reveals.

Micro Focus Data Protector is a comprehensive backup solution that supports the 3-2-1 rule for backup. The rule requires **three** backup copies of the data to be made and held on at least **two** different media types such as tape, disk, cloud, virtual, or physical, with at least **one** copy held in an off-site location, detached from the network. A comprehensive and integrated management and reporting capability ensures backups are

completing on schedule and within their service level agreements.

A single backup software tool, protecting all data is the simplest and most cost-effective solution. It will back up everything from lower importance data on older servers to mission-critical applications and data running on the latest storage infrastructure or virtual machines. Being able to direct backup to different locations and media types, and move them when required, offers the best protection. Regularly testing restore operations will ensure quick and efficient data restoration should the worst happen.

Reverting to backups following an attack is not ideal. It takes time and causes disruption, but is far less costly in money and resources than paying a ransom, hoping the data is encrypted and then rebuilding the systems to get them operational again. It is a lesson businesses would do well to not learn the hard way. ■

Footnotes

¹ *Coveware 2020 Ransomware Marketplace Report*
www.coveware.com/blog/q2-2020-ransomware-marketplace-report#1

² *Cybersecurity Ventures: 2019 Official Annual Cybercrime Report*
www.herjavecgroup.com/wp-content/uploads/2018/12/CV-HG-2019-Official-Annual-Cybercrime-Report.pdf

³ *Sophos: The State of Ransomware 2020*
www.sophos.com/en-us/medialibrary/Gated-Assets/white-papers/sophos-the-state-of-ransomware-2020-wp.pdf

For more information:

✉ stephanie.baleta@microfocus.com
🌐 <https://microfocus.events/dataprotector/>



We are in Africa



SIZABANTU

PIPING SYSTEMS

Official distributor of



MOLECOR

South Africa

in a big way ...



www.sizabantu.com





- AFS & AUDIT TURNAROUND
- FIXED ASSET MANAGEMENT
- REVENUE MANAGEMENT
- ACCOUNTING SERVICES
- INTERNAL AUDIT
- EXTERNAL AUDIT
- MANAGEMENT CONSULTING
- TRAINING (LG SETA, SAICA, mSCOA)
- PERFORMANCE MANAGEMENT
- ORGANISATIONAL DEVELOPMENT
- IT CONSULTING
- APPLICATION SOFTWARE SALES & SUPPORT



We partner with
you to make
Local Government work

Accounting | Consulting | Assurance | Digital Transformation

Some of our Key Achievements to date:

- More than 11 successful years in business.
- **Assisted to improve audit outcomes in several public sector entities.**
- Over 40 GRAP Compliant Fixed Asset Registers completed.
- More than 60 Internal Audit assignments undertaken.
- Over 50 Management Consulting assignments undertaken.
- More than 60 Annual Financial Statements completed for the public sector.
- Over 20 municipalities assisted with simplified Revenue Enhancement Strategies.
- Regular deployments of **BonaPeople** to public sector on a consulting or secondment basis.
- **Developed and implemented Asset Management System, Revenue Management System [Meter Auditing, Meter Reading, Indigent Management & Collections Management], and Leave Management & Timesheet Management.**
- SAICA accredited Training Office.
- Winner of the Trade and Services Business of the Year at the Ithala Business Achiever Awards 2019.
- Winner of the Best Employer of the Year at the BBQ Awards 2020.

Johannesburg
010 442 5796

Durban
031 201 1241/2

Polokwane
Loading...

East London
Loading...

ELECTIONS, SERVICE DELIVERY PROTESTS AND BASIC RIGHTS

Police Minister Bheki Cele told Parliament in April that there had been more than 900 service delivery protests in the six months from August to January, despite the COVID-19 pandemic. These protests are likely to intensify over the next few months ahead of the local government elections which may or may not take place Wednesday, 27 October 2021.

The date has been announced by President Cyril Ramaphosa as the day when South Africans are supposed to vote for municipal leaders throughout the country.

But the IEC has now taken an unprecedented step in appointing former deputy chief justice Dikgang Moseneke to conduct an assessment to determine whether free and fair elections can be held in current conditions. Moseneke will consult relevant stakeholders and submit a report to the IEC during July. He will consider the impact of COVID-19 and the lockdown restrictions on free political activity, especially given the imminent third wave of infections.



Rev Dr Lionel Louw

Ryland Fisher discusses the causal link between voting and freedom

SERVICE DELIVERY PROTESTS A MEANS TO AN END

Service delivery protests are normally linked to the inability of local government authorities to deliver basic services, such as water, electricity or housing. Clever voters in underserved areas often use these protests at election times to force politicians, desperate for support, to deliver on election-related service delivery promises. The right to basic services is guaranteed in terms of the Constitution.

"Reports from the Auditor-General have repeatedly highlighted the lack of capacity in municipalities around financial management. The biggest challenge facing local government is service delivery, which affects the enjoyment of rights guaranteed by the Constitution," said Lawson Naidoo, general secretary of the Council for the Advancement of the Constitution (CASAC).

"This is underpinned by issues of capacity, corruption and mismanagement of public funds, which inhibit the ability of municipalities to tackle problems like unemployment and skills development."

One of the reasons for service delivery protest around the time of local government elections is because elections have proven to be ideal opportunities to capture the ears of elected officials, says Rev Dr Lionel Louw, the Western Cape chairperson of the South African Council of Churches.

"The low intensity 'service delivery protests' are energised by ward councillor candidates' visibility and obligation to listen to the grievances. The issues are inescapable because they are the day-to-day in your face ones such as security, cost of electricity, rates, water and sewerage systems, refuse collection and the state of roads. The dysfunctionality of many municipalities receives prominent media coverage and this has intensified the competition between political parties and candidates."

Lorenzo Davids, development activist and former CEO of the Community Chest, says: "The 2021 South African Local Government Elections are of crucial significance at this juncture of our political trajectory.

"South Africa is in its DNA a country of local governments. What is required at a service delivery level in Graaff Reinet in the Dr Beyers Naude Local Municipality is so vastly different from what is required in Empuluzi in the Chief Albert Luthuli Local Municipality. It is within this context of competing priorities that local government elections become the bedrock of building a functioning democracy." >

"The low intensity 'service delivery protests' are energised by ward councillor candidates' visibility and obligation to listen to the grievances. The issues are inescapable because they are the day-to-day in your face ones such as security, cost of electricity, rates, water and sewerage systems, refuse collection and the state of roads." – Rev Dr Lionel Louw

TIGHT MANAGEMENT AND CONTROLS REQUIRED

Dauids warns that the IEC, as the country's elections agency, will be required to significantly intensify its management of local government elections.

"A country in which local elections are a very competitive arena for local leadership will require the IEC to ensure that safety from intimidation and vigilantism and its health protocols are of the highest standards. I am worried that not sufficient emphasis is being placed on safety and health as a necessary condition for free and fair elections. For example, will older adults with significant health risks stay away from the polls due to health fears?"

Naidoo believes that, even if the elections are held in October, the IEC should have enough time to get the necessary logistics in place for it to carry out the elections in line with current COVID-19 protocols.

"The pandemic may also require the IEC to consider longer operating hours for voting stations as well as the strict enforcement of protocols to ensure that voters and poll workers are properly protected and socially distanced. The upcoming voter registration weekend will be a critical test for the IEC's preparedness. It is also a welcome development that most existing voters will be able to check their registration online, reducing the levels of in-person contact at voter registration stations."

VOTER LOYALTY NOT A GIVEN

Naidoo says that voting patterns at local government have shown that voters are "increasingly not voting based on political

party loyalty, but are more concerned with issues that affect their communities and service delivery".

"This is evidenced by the outcome of the last local government elections, which resulted in some coalition and minority governments at several municipalities, including four metros.

Given that the electoral system at national level is going to be amended to bring it more into line with the local government model, these elections take on a greater significance."

Dauids adds that, while there were distinct differences between the first democratic election of 1994 and the local government elections of 2021, there were also marked similarities.

"The 1994 election was about the freedom and right to vote. The 2021 election is about the right to a decent and

dignified life. These rights are two sides to the same coin. But for the last 27 years, much of our politics have been traded on only one side of the coin – the freedom and right to vote. A dignified and decent life for its citizens has played second fiddle to the politics of Pretoria."

MAKE OR BREAK ELECTIONS

Dauids warns against the impact of corruption on the local government elections, but hopes that the impact will be minimised.

"The 2021 Local Government Elections will no longer be a job creation project for loyal party members. Councillors will have to be people with the intellectual, community and economic fortitude to provide the towns and cities under their leadership with services that are transformative, qualitative and informative.

"The local community interface will no longer tolerate unquestioning political loyalties amid crumbling sanitation, electricity and water infrastructures. South Africa's local government councillors and representatives will bear the brunt of the anger and dissatisfaction of people, as municipalities face massive debts, bankruptcies and skills shortages to fix the crumbling infrastructure of local towns.

"The 2021 Local Government Elections are is the most important elections in the history of our short democracy. The people who are chosen to lead our cities and towns will either save us from a pending infrastructure disaster, sanitation and health crisis or they will go down in history as the ones who oversaw our final demise. This election will either provide us with capable skilled leaders who will show us a new dawn or with dire mournful undertakers who carry our towns and cities to their grave. This election is that crucial!"

Louw agrees with Dauids about the significance of the 2021 Local Government Elections.

"Twenty-seven years into our democratic dispensation the euphoria of 1994 is history. Much has transpired since then. The upcoming local government elections bring very different challenges as the electorate consider the options available to it.

"The ever-present invisible coronavirus hangs in the air and exerts a strong influence over the elections. The nature of campaigning will be unlike any previous campaigns if parties are to avoid super-spreader events with catastrophic consequences," explains Louw."

The pandemic has also heightened the awareness of how deep inequality manifests



Lorenzo Dauids



Lawson Naidoo

"This election will either provide us with capable skilled leaders who will show us a new dawn or with dire mournful undertakers who carry our towns and cities to their grave. This election is that crucial!" – Lorenzo Dauids



Judge Dikgang Moseneke

“Voting patterns at local government have shown that voters are increasingly not voting based on political party loyalty, but are more concerned with issues that affect their communities and service delivery.” – Lawson Naidoo

“They enter into the fray unencumbered by life experienced under apartheid and may not have any political party affiliation. The issues they prioritise may not be the same as the older generations. It is an additional new dynamic influencing the upcoming elections.”

LOCAL MUNICIPALITY TO ASSIST IEC

Craig Kesson is executive director: Corporate Services for the City of Cape Town. He also doubles or triples up as chief resilience officer and chief data officer. One of his tasks is to work with the IEC on logistics on behalf of the city.

“The City of Cape Town works as a partner of the Independent Electoral Commission (IEC) during elections of all types,” he says.

“In general, we work to make sure that the facilities of the municipality are available as registration and polling stations and, if needed, provide any other support in terms of personnel or services in kind that may be required by prior arrangement.

“At the local level, we are also tasked with ensuring that necessary procedures are followed when councillors vacate their seats, stand for election, and come into office.

“This requires a highly co-ordinated relationship with the IEC, which must inform the municipality of the relevant

candidates for election based on lists submitted by parties or indeed independent candidates, whatever the case may be,” Kesson explains. “The city is reliant on this information to ensure that the municipal council is duly filled with the necessary political representatives as elected by democratic mandate.”

One of the big differences between the local government elections and the vote for national and provincial government is the fact that there is a choice of proportional representation and voting for individual candidates (from parties or independents) at a local ward level.

“This mix is intriguing,” says Kesson. “The intention of this system is to allow for a diversity of political representation while also ensuring the direct needs of neighbourhoods and communities are voiced.”

He adds that, at a practical level, the city will be preparing to support the IEC in the upcoming local government elections again.

“There will be complications in this cycle due to the COVID-19 pandemic, especially as we prepare for the possibilities of a third wave.

“The IEC will be the custodian of the registration and voting process and will need to determine compliant measures for safety for all involved to ensure limited risk – the city will follow its lead and play our part as required.” ■



Craig Kesson

itself in our society. Electioneering presents a platform for communities to air their dismay with the current state of affairs in the country.”

One of the big differences between local and national government elections is that, at local government level, voters can choose to vote for political parties or independents.

This should change soon for national and provincial elections. The Constitutional Court ruled last year that it was unconstitutional to exclude them from participating in provincial and national elections.

“The Constitutional Court victory recognising independents’ rights to compete in elections has thrown the spotlight on their role as ward councillors in shaping the future of local government,” Louw says.

He says that he is excited about the involvement of a new generation of voters who will be allowed to participate in elections for the first time.

One of the big differences between the local government elections and the vote for national and provincial government is the fact that there is a choice of proportional representation and voting for individual candidates (from parties or independents) at a local ward level.

MANAGING THE LOCAL GOVERNMENT TRANSITION IN TROUBLED TIMES

SALGA's National Members Assembly unpacked just what it means to have a democratic, people-centric local government. By **Rodney Weidemann**



With President Cyril Ramaphosa having announced that Wednesday, 27 October 2021, is the date when the local government elections will be held, The South African Local Government Association (SALGA), political parties and the IEC have just a few months to prepare for the country's fifth local elections.

To get ready for the election of public representatives to metropolitan, district and local municipal councils, SALGA convened its National Members Assembly (NMA) to assess the preparations being made.

Held under the theme "Guiding the Transition: An opportunity to renew as we usher in the 5th Term of Democratic and People-Centred Local Government", the two-day assembly involved representatives and leaders from South Africa's 257 municipalities. These included mayors, councillors, leaders from both national and provincial government, legislators and local government veterans.

The challenge is twofold: not only do preparations need to be made for the new

councils and administrators that will be coming in, but the elections need to be held – to meet their constitutional mandate – during the ongoing COVID-19 pandemic. Local government has played a leading role in the delivery of services amid the devastating economic impact of the virus and will now be expected to also assist in making sure the elections are held safely.

PREPARING FOR THE TRANSITION

Amos Masondo, chairperson of the National Council of Provinces, told the NMA that some of the key deliberations must encompass the profiling of successes and progress made during the fourth term of local government, not to mention the assessment of preparations towards the forthcoming local government elections.

"Other key discussions will be on the framework to manage the transition from the fourth to the fifth term of local government, support for nonreturning councillors and SALGA's Integrated Councillor Induction Programme, as well as the adoption of the programme of action for the development of the SALGA five-year strategy for the 2022 to 2027 term," he says.

"One thing we must remember is that local government is centred around restoring the dignity of people. This requires ethical people in positions of authority. Furthermore, many municipalities have a crisis of poor financial management or poor planning to attract revenue, and they need to be better capacitated in this regard."

Masondo adds that consequence management must be implemented, and those found to have acted "wrongly" or be corrupt must be dealt with in a manner that sends a clear message.

Opening the assembly, Councillor Thembisile Nkadimeng, SALGA president, told delegates that it has become necessary to prepare for the transition that municipalities will experience before, during and after the

BEFORE, DURING AND AFTER

SALGA's CEO Xolile George says that the organisation has outlined a three-phase approach to election planning, encompassing a before, during and post-election phase.

"In the 'before' phase, we focus on everything that needs to be done in the build-up, such as voter registration, proclamation of the date and nomination of candidates.

"The 'during' phase focuses on what is expected of municipalities in respect of complex issues like COVID-19 safety protocols at the polling stations and the declaration of results.

"Lastly, the 'post-election' phase deals with the new administrative roles of mayors and speakers, and the inaugural council meetings for metropolitan, local, and district municipalities."

"We must hire appropriately qualified individuals so we can deliver effectively. Government has not created policies that say tenders or jobs must be given to friends and relatives. If we don't have the right people in the right positions, the chaos in local government will be a continuous cycle." – Lechesa Tsenoli

elections. "Therefore, SALGA's intentions, commencing with this special NMA, are to ensure that it develops a comprehensive programme of guidance and support in response to potential challenges that may be faced by municipalities during this transition.



Lechesa Tsenoli

"Many municipalities have told us that they need to be capacitated first before any criticism is applied to them. Clearly, SALGA must take responsibility for this lack of capacitation and the attendant dire state that our local government is in," Nkadimeng said.

"As we march towards the fifth term of a democratic local government with our sights set on improving the living conditions of our people, we must embark on an honest reflection. In some instances, it will be painful. We must accept the good, the bad and the ugly of this critical sphere of government."

Deputy speaker of the national assembly Lechesa Tsenoli said that employing people out of favouritism or based on political association was detrimental to municipalities and service delivery.

"We must hire appropriately qualified individuals so we can deliver effectively. Government has not created policies that say tenders or jobs must be given to friends and relatives. If we don't have the right people in the right positions, the chaos in local government will be a continuous cycle. Managers in the legal departments of municipalities should be capacitated to employ the right candidates," indicates Tsenoli.

VOTING IN THE TIME OF CORONAVIRUS

As for the forthcoming local government elections, Nkadimeng reiterated that it is a particularly difficult time, not only because of the virus, but also due to the threat of a third wave of COVID-19 engulfing the nation.

"Of course, now the date for the elections is set in stone according to the Constitution, we have to obey this. In other words, we will have to do all we can despite the pandemic-related challenges. Perhaps we must consider rolling out online registration to reduce waits in the queue – and if we

Thembisile Nkadimeng



FOCUS
Among the key areas of focus as part of the transition plan, is that of developing a comprehensive Councillor Induction Programme, maintaining focus on governance continuity, and the delegation of powers, including the Induction Manual and a clear roll-out plan.

Second, to develop and roll out guidelines as governance support, ensure the roles and responsibilities of structures and political office bearers, and offer guidelines for the first meeting of the newly elected council – such as protocols related to the administration of municipalities and the role of the municipal manager during the transition and the funding of municipal activities related to elections.

Last, to develop a social plan for councillors, define the roles of municipal managers, focus on the recruitment of senior managers, develop the relationship between district and local municipalities, undertake a register of assets, and provide guidance around pensions and clarity regarding remuneration and benefits for incoming councillors.

can do this, perhaps we can even encourage online voting."

"On a practical level, we will need to provide sanitisers, ensure the correct spacing in the queues, practise social distancing within the stations and so on. However, we are confident we can handle this – the concern is more around the constitutional issue that will occur should we be forced to delay beyond the date we are legally allowed to hold the vote," she adds.

Nkadimeng says that the organisation has looked into issues ranging from logistics to security and notes that as far as preparation goes, the IEC, police service and Home Affairs will all be well-positioned to assist in ensuring we stick to the proposed election date, safely.

"The importance of properly managing the transition from the fourth to the fifth term of local government is secondary to ensuring the elections are held safely. Nonetheless, the new municipal administrators must adopt a programme of action to improve service delivery," she stresses.

"There is little doubt that many communities are angry about the quality of local service delivery. SALGA and its municipalities need to regularly check the pulse of these communities to fully appreciate the people's challenges. And we must work together to find sustainable ways to meet their needs and improve their lives, by bringing local government closer to the people," concludes Nkadimeng. ■

FRAMEWORK FOR THE TRANSITION
SALGA and the Ministry of Co-operative Governance and Traditional Affairs (CoGTA) have agreed to partner in providing support to these municipalities during the transition. The SALGA NEC approved a framework for the transition in March of this year to help guide municipalities through the change. The framework includes governance support to be provided to municipalities before, during and after the election.



QUALITY PREPAID SUB-METERS AT GREAT PRICES

The perfect prepaid solution: from single sub-lets
to large developments

- ✓ Easy and quick installation
- ✓ Contractors get rewarded for every meter installed
- ✓ No hidden costs: No connection fees, no monthly fixed fees, and no exit fees
- ✓ Biggest national network of recharge points



087 55 111 11

WWW.CITIQPREPAID.CO.ZA

SOUTH AFRICA'S MOST TRUSTED PREPAID UTILITIES SOLUTION!

SINGLE PHASE INTEGRATED ELECTRICITY METERS

Single phase integrated meters (some with additional optional keypads)

- STS compliant
- Tamper protection



LANDIS+GYR
GEM LITE



HEXING
HXE115-KP

SINGLE PHASE SPLIT ELECTRICITY METERS

Single phase split meters (some can be mounted on a DIN rail)

- STS compliant
- Extensive tamper protection



CONLOG
WBEC 44 (09)



HEXING DIN
RAIL PLC (HXPI00DI)



LANDIS+GYR DIN RAIL

THREE PHASE ELECTRICITY METERS

Three phase meters (some can be used as a integrated or split meters)

- STS compliant
- Tamper protection



LANDIS+GYR
THREE PHASE

HEXING THREE PHASE
PLC (HXE310-P)



PREPAID WATER METERS

Utility Systems Water Management Device

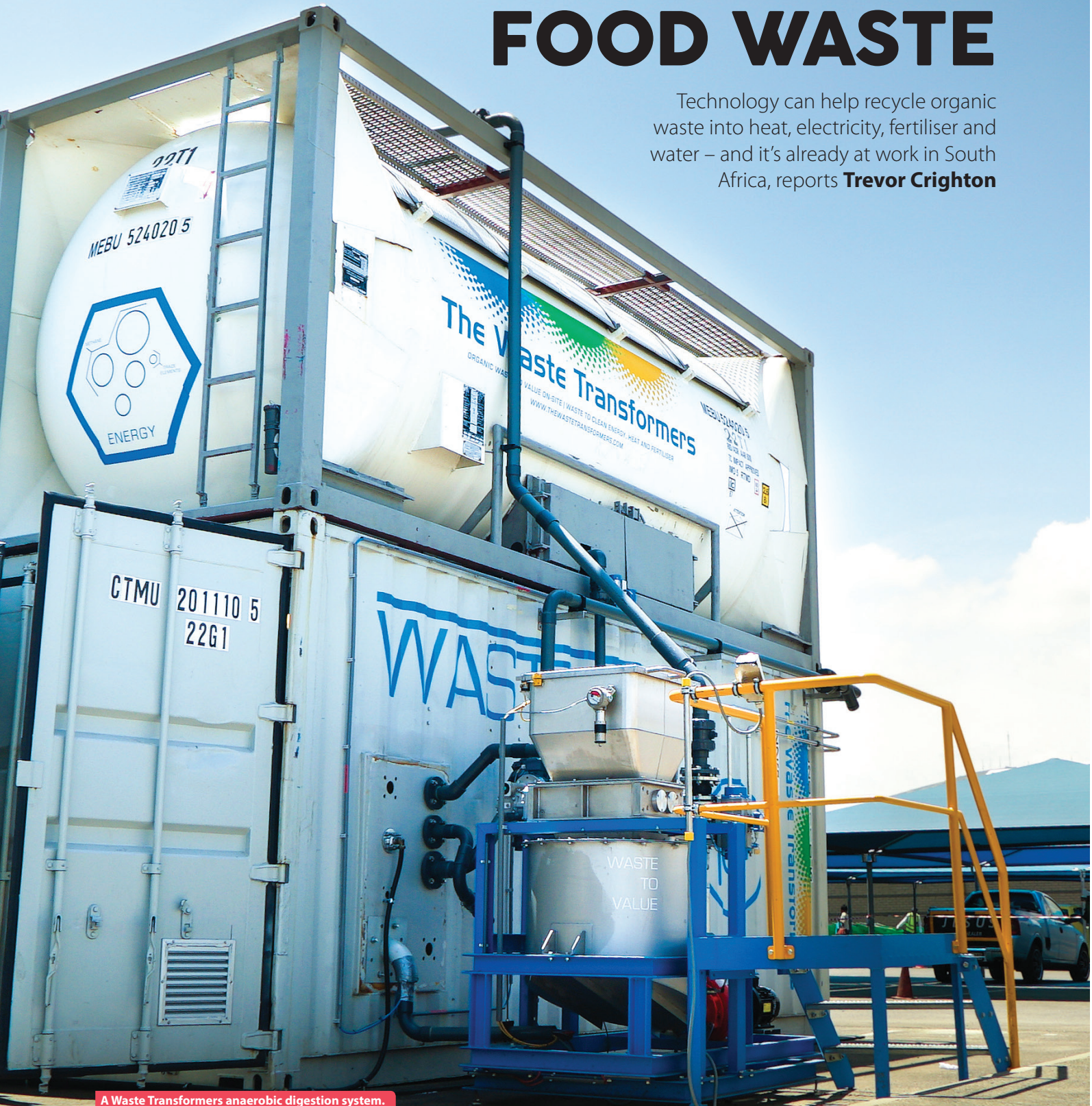
- Remote communicating electronic water control valve
- STS compliant



UTILITY SYSTEMS AMANZI WATER METER

TECHNOLOGY AND FOOD WASTE

Technology can help recycle organic waste into heat, electricity, fertiliser and water – and it's already at work in South Africa, reports **Trevor Crighton**



A Waste Transformers anaerobic digestion system.

One-third of edible food produced around the world is lost or wasted annually. In South Africa, that equates to 10.2 million tons, throughout the supply chain – from farm to consumer. The cost of this is estimated to be R75-billion per year – 2.2 per cent of gross domestic product (GDP).

Food waste is defined as “any food, and inedible parts of food, removed from the food supply chain to be recovered or disposed (including composted, crops ploughed in or not harvested, anaerobic digestion, bioenergy production, co-generation, incineration, disposed to sewer, landfill or discarded to sea)”. Some food waste is unavoidable – like the inedible parts of food, including pips and peels – but it can still be recovered and used elsewhere to reduce wastage.



“We looked at ways in which we could improve the whole waste management supply chain and communicate to municipalities that waste is a valuable secondary resource, rather than a nuisance. By adopting the mantra ‘waste is just resources in the wrong place’, we’ve been able to work towards our goal, already having achieved several successes.” – Eddie Hanekom

IMPACT OF FOOD WASTE

Food waste has multiple impacts outside of the lost potential for feeding millions of starving people – though the improvement of food security can also help reduce the economic and environmental impacts associated with it.

Wasting food negatively impacts the economy as all water, electricity, seeds, fertiliser and other inputs used to produce the food are wasted if the food itself goes to waste, meaning that it also impacts water security. It adds to food insecurity by increasing the cost of food, since the cost of the wastage is factored into the pricing of food, making many foods unaffordable for vast numbers of people. Food waste also contributes to climate change by increasing greenhouse gas emissions. Decomposing food waste at landfills generates methane, a greenhouse gas that traps more heat in the atmosphere than carbon dioxide. If food waste were a country, it would be third behind China and the USA in terms of global greenhouse gas emissions. >



Manual sorting table.

“Despite our best efforts, there will always be unavoidable food waste, but the key here is to take ownership of that waste and maximise its value to generate a circular economy.” – Martin Rohleder

South Africa’s National Waste Management Strategy is premised on three pillars that aim to reduce the amount of waste going into the country’s landfills to zero: Waste Minimisation, Effective and Sustainable Waste Services and Compliance, Enforcement and Awareness. The strategy for diversion of waste from landfill is based on building a secondary resources economy around the beneficiation of waste as part of the circular economy – including the diversion and recycling of useful waste materials. The large quantities of organic waste currently disposed to landfill make composting and waste-to-energy projects such as biogas and biorefinery projects an important part of that.

WESTERN CAPE TAKES INITIATIVE

The Western Cape has looked to speed up the process by announcing a 100 per cent ban on organic waste to landfill by 2027, with a halfway target of 50 per cent to be achieved by 2022. Eddie Hanekom, director of waste management in the Department of Environmental Affairs and Development Planning of the Western Cape Government, says that the province had to look at ways to become more effective, as available landfill space dwindled. “We adopted an approach of regional co-operation – whether between towns, municipalities or districts,” he says.

“We looked at ways in which we could improve the whole waste management supply chain and communicate to municipalities that waste is a valuable secondary resource, rather than a nuisance. By adopting the mantra ‘waste is just resources in the wrong place’, we’ve been able to work towards our goal, already having achieved several successes.” Hanekom adds that all 30 municipalities in the Western Cape already have third-generation waste management plans.

Organic waste makes up 40 per cent of the waste stream in the Western Cape, making it an instant focus area for targeting. Provincial government initiated this focus in 2017, collaborating with the waste sector, and setting waste diversion targets for organic waste, with the waste management licenses of the 71 operating waste disposal facilities amended to include these targets. “Municipalities and private sector landfill owners must meet these diversion targets, develop an organic waste diversion plan and report annually on implementation,” says Hanekom. “We developed several status quo studies of organic waste type to understand the value of this secondary resource and developed templates for waste holders to create organic waste diversion plans, which must be submitted to our department for approval.”

CREATING VALUE OUT OF ORGANIC WASTE

Due to its high nutrient value, organic waste can be used effectively as part of the secondary economy, with composting an obvious option – but the rise of containerised recycling solutions offers a valuable source of other important outputs as well. Anaerobic digestion (AD) is one such process for converting organic waste. This process is seeing a rise in global adoption – and here at home, too. AD is a series of biological processes in which micro-organisms digest organic material in sealed containers, producing biogas (a mixture of methane, carbon dioxide and other gases) and organic material known as digestate, which is rich in organic matter and nutrients such as nitrogen, phosphate and potash. Digestate can be used as a biofertiliser and applied to land as “whole digestate”, composted, or separated into liquid and solid fractions, before being applied to land.

Dutch-based company The Waste Transformers has developed a containerised “plug and play” AD system, which fits into standard 20-foot shipping containers and transforms organic waste into value at sites where the waste is produced such as hotels, factories, shopping malls, food production companies, hospitals, universities, mines, prisons and rural communities. Separated organic waste is fed into the waste transformer, which can process between 350 and 3 000kg of waste per day. Bacteria “digest” the organic waste, forming biogas, which is then converted into electricity and residual heat. Nutrients from the waste are recovered and turned into digestate and residual water is fed back into the digester tank.

Combined heat and power units built into the waste transformer convert the biogas into electricity and heat, directly feeding back and using that energy to power the site where it is

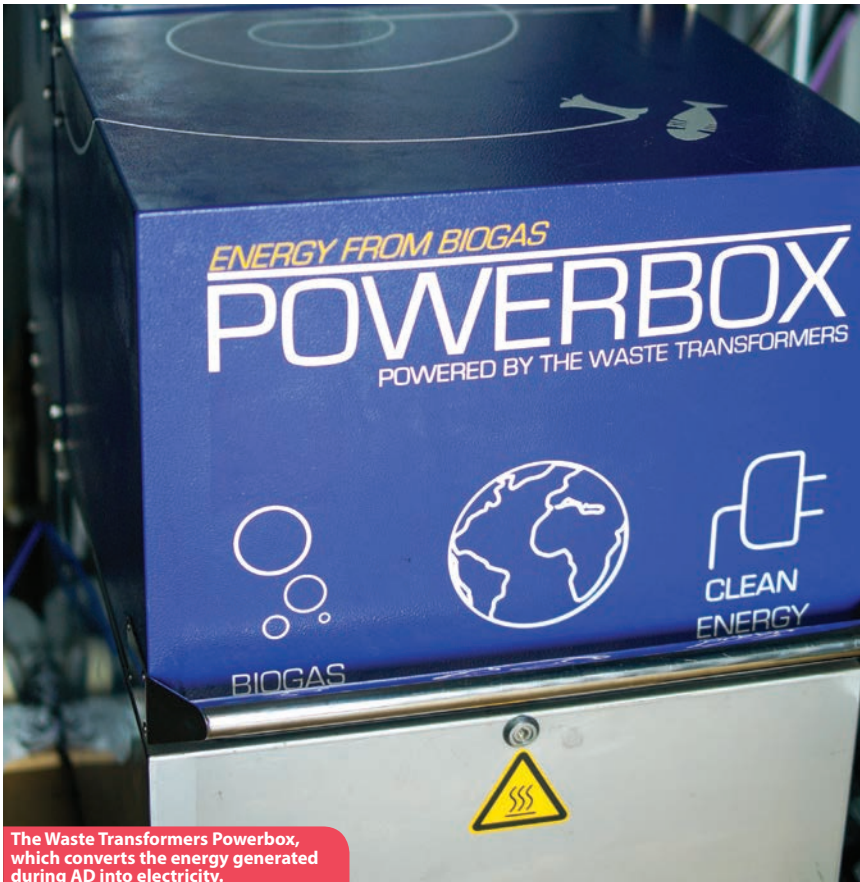


Martin Rohleder

located, reducing energy costs, covering for power outages, reducing waste collection and disposal costs, promoting the separation of the waste and having a positive environmental and social impact. The system produces no carbon emissions and runs off its own energy, and since organic waste is transformed on site, there is no need to transport any waste. The functioning of each waste transformer can be followed and monitored online by an off-site team. Ellen McArthur Foundation research has indicated that for every ton of food waste that is diverted from landfill to processing via AD, a reduction of 580kg of CO₂ is achieved. When waste is transported by waste trucks, 140g of CO₂ is emitted per kilometre.

“Being an on-site solution, it means food waste producers take ownership and it’s a great way to drive engagement, whether from employees or the local community, on how waste can have value,” says Martin Rohleder, sales director for The Waste Transformers. “We have become accustomed to putting our waste into bins for it to be collected and disposed of without understanding the magnitude of the problem. Building awareness around the amount of food waste we generate is the first step towards reducing waste. Despite our best efforts, there will always be unavoidable food waste, but the key here is to take ownership of that waste and maximise its value to generate a circular economy.”

The Waste Transformers has several potential projects initiated across South Africa, particularly in the Western Cape – one of which is in the process of being finalised on a farm that is also home to a hydroponic system. Across the rest of the continent and the world, its AD devices are



The Waste Transformers Powerbox, which converts the energy generated during AD into electricity.

powering irrigation systems in rural Uganda to promote sustainable agriculture; converting urban waste from hospitals, shops and business in Sierra Leone to provide renewable energy to the hospital and organic fertiliser to small holdings; converting food waste into clean local energy at the back of a shopping centre; and co-powering a football stadium by food waste collected from nearby business offices, hospitals, food markets and education institutes. The company is even looking to

turn a new Amsterdam neighbourhood into a green one by installing a waste transformer.

“We have certainly seen a growing awareness around renewable energy, primarily in the form of solar and wind energy together with increased awareness around a circular economy in South Africa,” says Rohleder.

“Parallel to this, we are seeing a growing awareness around the massive problem of food waste and landfill running at overcapacity. It is also fair to say that there is limited awareness

of anaerobic digestion as a means of diverting food waste from landfill and transforming it into renewable resources. This is because, primarily up to now, the anaerobic digestion technology has been offered in large plants/facilities, requiring substantial investment and a timeframe spanning several years to get these up and running – a problem our installations solve.

“Hanekom says: “Our department is aware of the Waste Transformers’ technology. In principle, we support any alternative waste treatment technology that can operate within the parameters of the law and divert waste from landfill. This technology is in line with our departmental drive to valorise and benefitiate waste and divert it from landfill. It is also in line with our organic waste diversion targets.” He explains that the department’s aim has been to get local authorities to investigate the tools themselves or bring in consultants, capacitating them on the ground as opposed to running initiatives for them. The department has licensed many new technologies, including 14 anaerobic digestors and two pyrolysis plants, in the province.”

COMMUNITY BUY-IN AND RESPONSIBILITY

“There’s plenty of work to be done in convincing communities of the efficacy of new technology – we’ve found people to be suspicious of heat treatment technologies and many a good intention has been stopped in its tracks because the community is hesitant to adopt new methods,” says Hanekom. “I have to play that role. It’s taken us many years to realise that as public servants it’s not our role to plan for communities, but rather with them. We’ve also realised that we can’t address one issue, but rather the whole system, when it comes to understanding, implementing and supporting initiatives – good technology also only works when there’s a system in place to support it.”

Rohleder says that part of the Waste Transformers’ organic waste diversion process is supporting businesses and communities to benefit from all the renewable resources it can produce. “As humans, we generate a lot of waste, we need to change our behaviour to one of reduce, reuse, recycle, and where we have unavoidable waste, we need to take every opportunity to create value out of it,” he says. “We also need to take ownership of our waste – the technology to do this is already available.” ■

THE POWER OF ANAEROBIC DIGESTION
 A World Biogas Association report shows that anaerobic digestion (AD) has the potential to reduce global greenhouse gas emissions by 10–13 per cent and provide enough energy to meet 6–9 per cent of the world’s primary energy consumption – or, closer to home, 23–32 per cent of the world’s coal consumption. If converted to biomethane, the biogas produced by AD could meet 26–37 per cent of the world’s current natural gas consumption.

Food waste also contributes to climate change by increasing greenhouse gas emissions. Decomposing food waste at landfills generates methane, a greenhouse gas that traps more heat in the atmosphere than carbon dioxide.

IMAGES: SUPPLIED



The Edinburgh landfill site – state-of-the-art ablution facilities under construction.

PLANNING FOR LAND-USE AND LANDFILL

Bushbuckridge Local Municipality is a Category B municipality that forms part of four local municipalities of the Ehlanzeni District Municipality in Mpumalanga. **Gareth Griffiths** spoke to the town communications manager about land use, spatial planning and the new landfill site

Bushbuckridge Local Municipality's (BLM), acting communications manager Claiton Khosa, says that the municipality's integrated development plan (IDP) 2020/21 is the primary strategic planning tool that informs planning, budgeting, management and decision-making for the municipality.

As a component of this IDP, the spatial vision of the BLM is to "envisage a well-planned municipality leading to sustainable livelihoods for all". This should contribute to social stability, economic growth and development in an equitable and sustainable way, and address the problem of rural-urban inequality – a vision

supported by the BLM Spatial Development Framework (SDF).

"It's of paramount importance to turn the town into an economic, social and environmentally sustainable human settlement," Khosa explains.

A major project in line with the SDF is the development of the Acornhoek node. This node was identified as a growth point for industrial, commercial and retail development because the R40 and D4419 roads pass and the Nelspruit-Phalaborwa railway line cross here. (Acornhoek Precinct Plan, 2016). The area covers approximately 3 659km² ranging 4.4km from east to west, and 2.8km from north to south.

A service provider for the Rezoning and Amendment of the General Plan for Greenvalley Ext.1 Township was appointed.

"The local community is very involved in the waste recycling space and the identification and cleaning of illegal dumps." – Claiton Khosa



Bushbuckridge town centre.



Edinburgh landfill site offices.

The project scope includes providing social amenities, institutions and economic earmarked development while also supporting the existing Acornhoek Mall; environmental consideration for environmentally sensitive areas; and provision of an integrated human settlement.

LANDFILL, WASTE COLLECTION AND RECYCLING

Another instance of executed plans includes the Integrated Waste Management Plan (IWMP) where, in 2011, the IWMP regarding disposal sites identified a Goal 9 as the construction of a regionalised landfill site.

"Currently, the municipality is in the process of constructing the landfill site at Edinburgh near Thulamahashe. The construction has been planned into three phases: We are now in the second phase, which should be completed by June 2021. The structures already onsite include a

concrete palisade fence, offices, recycling bay, a wash bay, weighing area and a loading bay," says Khosa. In line with this, the old disposal sites have not been rehabilitated at present, but three of them have been permanently closed, while six of the sites have been fenced and gated.

Within the BLM, 30 per cent of its households receive a waste collection service, leaving a backlog of 70 per cent. To address this backlog, a skip bin system in the villages is envisaged.

"Each financial year, the municipality will purchase 50-plus skip bins and allocate them where there is no roll-out of waste management

services. Skip bins have already been allocated in some villages within the town.

Household collection is taking place in our townships and business areas.

"Three transfer stations have been earmarked for the current regional landfill site project. At present, the BLM has six compactor trucks, six skip loader trucks, three



Edinburgh landfill site ablation facilities under construction.



Edinburgh landfill site waste measurement gate.



Claiton Khosa

"Each financial year, the municipality will purchase 50-plus skip bins and allocate them where there is no roll-out of waste management services." – Claiton Khosa

one-ton trucks, one tractor-loader-backhoe (TLB) and one tipper truck," Khosa says.

The community also plays a role. The municipality has a waste buy-back centre based at Acornhoek.

"The local community is very involved in the waste recycling space and the identification and cleaning of illegal dumps. The municipality supports local recyclers by providing tools, personal protective equipment and information on how to improve their waste recycling capabilities.

"The municipality also has a partnership with UNISA in which they study various issues such as waste recycling and indigenous methods of waste management," concludes Khosa. ■

QUMZA HIGHWAY UPGRADE ADDRESSES SAFETY PROBLEMS

The R268-million Qumza Highway Road project is part of Buffalo City Metro's vision to grow the city's economy by making a visible investment into infrastructure. **Gareth Griffiths** reports



Councillor Xola Pakati, executive mayor

Upgrading of the Qumza Highway road will improve the quality of Mdantsane, which, in turn, will strengthen investor confidence and growth and attract more investment to the city.

The Qumza Highway road forms part of the Mdantsane to East London Development Corridor that had been prioritised by the municipality as part of the planned BRT System of 2010, which did not materialise due to court action. Since then, however, transport planning has evolved into an Integrated Public Transport Network System, funded by the Public Transport Network Grant.

Councillor Xola Pakati, executive mayor of Buffalo City Municipality, says that the current contract – phases 1 to 2 – has a total length of 2.67km from Mazidlekaya Intersection (Nu12) to Mdantsane Mall (Nu6).

"The existing road was a single carriageway, which is 6.8m wide. It has now been upgraded to 16m wide with two traffic lanes in each direction and a barrier median. This was done at a cost of R2.68-million, but the benefits are the alleviation of traffic congestion and an improvement in safety for all road users."

Phase 1 of the project commenced on 20 September 2018 for a contract duration of 30 months. Phase 1 of the works was 1.74km of road between the Mazidlekaya Intersection (Nu12) and Mdantsane Crossroads (Nu9) and was completed on 10 December 2019. This was opened by the executive mayor at that stage.

Phase 2, the other section of road, from Crossroads Nu9 to Mdantsane Mall (0.970km), was completed on 11 August 2020 and officially opened by Mayor Pakati in September 2020.

The project entailed some internal roads in Mdantsane to be used to divert traffic while sections of the roads were under construction. This allowed for the movement of vehicles within Mdantsane. ■



WHY THE UPGRADE?

The Qumza Highway Upgrade project alleviated the following problems:

- the lack of pedestrian facilities
- the increased number of head-on collisions and vehicle-pedestrian conflict on this road due to its narrow width
- lack of signage
- poor lighting at night
- continued flooding of cross-culverts following heavy rains and potholes due to the failing condition of the pavement structure
- the lack of intersection control at peak hours
- increased congestion.

The project involved a wide variety of professional and community role players led by engineering firm Royal Haskoning DHV and main contractor Stefanutti Stocks. However, the project was an inclusive one involving both large and smaller local businesses, the local community of Mdantsane and local government.

"We employed 24 SMME contractors within Buffalo City Metropolitan Municipality for works ranging from drains, kerbs, gabions, sidewalks, retaining wall, road marking and allied activities. The project stakeholders were represented by ward councillors, Mdantsane Mall, taxi associations, NK Motors and Sasol Nu6. A total of 102 local labourers within the Mdantsane area were appointed for the duration of the project." Pakati says. The training provided to the SMME contractors on the project was welcomed, as they saw some of the Mdantsane community becoming involved in the development of Mdantsane. These SMMEs will be taken through on all future projects so that community participation is increased.



MUNICIPAL SUPPLIERS DIRECTORY

An annual showcase of products and services



PUBLICATION: OCTOBER 2021

Jerome van der Merwe
Sales Project Manager
Tel: (021) 469 2485 Mobile: 082 668 1496
JeromeM@picasso.co.za

 **PICASSO
HEADLINE**
Excellence in niche publishing

ARENA
HOLDINGS



Better Governance
Better Lives

A BRIGHTER FUTURE

Good Governance Africa (GGA) is a not-for-profit organisation which seeks to build bridges between government and the private sector in all African countries, while strengthening civil society and promoting democracy.

RESEARCH

Research, analyses and interpreting fact-based knowledge in several fundamental areas, including local governance, natural resources, national security, child development and youth formation, and the promotion of ethical values and spirituality.

DEVELOPMENT

Bespoke services including: advocacy, events, training and skills development.

PUBLICATIONS

This knowledge is disseminated through flagship publications which are read the world over.

AFRICA IN FACT

Reportage and analysis on diverse themes by leading writers across Africa and the world.

AFRICA SURVEY

Trend analysis and exceptional data featuring 3,000 social, political and economic indicators with 210,000 data points on all African countries.



RECENTLY
LAUNCHED
BOOKS

Join our community as an individual or corporate member and reap the many benefits.

Find out more at www.gga.org

Striving to improve the lives of all citizens

+27 11 268 0479 • info@gga.org • sales@gga.org • www.gga.org



GOOD
GOVERNANCE
AFRICA

ADDRESSING LAND OWNERSHIP IN THE CAPE

In November 2020, 88 beneficiaries from Bonteheuwel, Bishop Lavis and surrounding areas of Cape Town received their historical title deeds. **Gareth Griffiths** finds out more

Alderman Grant Twigg, the City of Cape Town's mayoral committee member for Urban Management, says that the Urban Management Directorate, on behalf of the City's Human Settlements Directorate, runs a project to manage and facilitate the handing over of available historical title deeds to residents.

"This is significant as the title deed legally confirms that they are the rightful property owners of their homes and the land on which it is built," he says. In this instance, the properties consisted of existing houses.

"Our project aims to clear the city's backlog of title deeds still in its possession and to ensure that the city complies with its principles of being an inclusive, caring and opportunity city. The goal is to effectively deliver services

to improve the living conditions and health of residents," Twigg says. Included in the project are delayed transfers, purchase of rental units as well as historic breaking new ground (BNG) projects. However, this is not a one-off event. Title deed handover is an ongoing project as the city is continuously transferring ownership to beneficiaries.

Twigg says that as part of a streamlined process, the project gives effect to the city's pillars that include the Caring City, the Well-Run City, the Inclusive City and the Opportunity City.

"The main objective is to ensure that all legal beneficiaries receive their title deed, to improve their lives and restore their dignity. This process



Overjoyed Wesbank residents received their title deed from Alderman Grant Twigg (left).

"The main objective is to ensure that all legal beneficiaries receive their title deed, to improve their lives and restore their dignity. This process will allow all residents who receive title deeds to become proud homeowners, resulting in them becoming economically empowered and contributing members of the communities they live in." – **Grant Twigg**

will allow all residents who receive title deeds to become proud homeowners, resulting in them becoming economically empowered and contributing members of the communities they live in," Twigg explains. Property values will depend on the current market value since title deeds are historical and the homes have been occupied by beneficiaries as long-term tenants.

DIGNITY AND PRIDE BESTOWED

The houses handed over in Bishop Lavis, Bonteheuwel and surrounding areas late last year are part of the city's homeownership programme handled by the Human Settlements Directorate, whereby many saleable rental units have been transferred to deserving tenants.

To date, the city has transferred more than 4 950 of these rental units leaving a further 7 753 municipality-owned units citywide. "Not all city-owned rental units are for sale. Units such as flats and similar homes are excluded. However, for the rest, we are gearing up to make sure that deserving tenants become homeowners and we urge legal tenants of city-owned homes to take the opportunity and see if their city-owned home is saleable," states Twigg. However, the process is not without its challenges. Twigg explains that some of the current tenants either delay the transfers, or an illegal tenant is occupying the premises.

Shortly, beneficiaries in various areas, including Wesbank, Eastridge, Bardale/Fairdale, Wallacedene, Bloekombos and Joe Slovo, are scheduled to receive their titles deeds.

"The transfer of ownership and handing over of title deeds is in line with our commitment to redressing the imbalances of the apartheid past, where people were denied ownership of property. This is one of the city's key priority areas," concludes Twigg. ■



Alderman Grant Twigg

TEAMWORK EMPOWERS SMALL LOCAL BUSINESSES

Hessequa Municipality and First National Bank are combining their resources and knowledge to provide small enterprises with financial management skills, reports **Didi Budricks**, head: Public Relations, Administration & Auxilliary Services, Hessequa Municipality

Hessequa Municipality's administration department regards Local Economic Development (LED) as a priority and therefore focuses its efforts on finding, creating and implementing initiatives that could, ultimately, assist with or lead to local economic development. One such initiative that was welcomed by the municipal department is that of First National Bank (FNB), which presented a proposal that would provide entrepreneurs and enterprises in the Hessequa municipal area with business CIPC (company) registrations and relevant business support.

After attending various jamborees and supply chain events organised by Hessequa Municipality, local employees of FNB observed that very few entrepreneurs and business owners fully understand the processes of registering and managing a business. They also noted that these businesses were not aware of the number of free and affordable services that FNB offers.

Hessequa Municipality's Local Economic Development Officer Lerato Tshefu says that the municipality's LED unit provides support for business registrations and assists with enquiries into the establishment of a business enterprise, but that such consultations are, generally, time-consuming. However, the support of First National Bank in this area would significantly change the process.

Recognising the potential of the proposal and the value that their combined efforts and knowledge could add to local economic development, Hessequa Municipality and First National Bank, signed a collaboration agreement – believed to be the first of this nature in South Africa – on 12 May 2021.

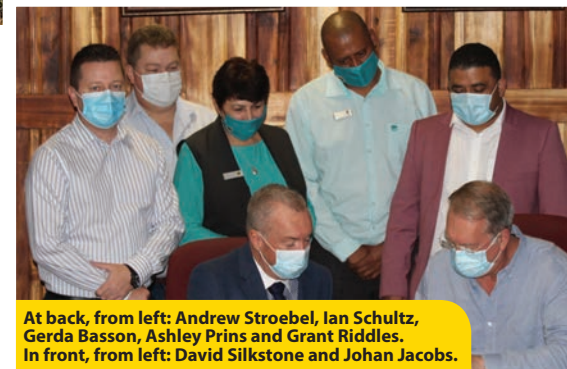


Hessequa Municipality covers the Heidelberg, Slangrivier, Riversdal, Albertinia, Gouritsmond and Still Bay areas.

David Silkstone, FNB's area business manager, said that the bank is geared to develop local entrepreneurs and offers a variety of programmes and services at no cost to emerging entrepreneurs and businesses in the Hessequa municipal area. The objective is to empower business owners and enhance the level of financial management in these businesses to assist them in accessing and realising sustainable work opportunities and services.

During the agreement signing ceremony, FNB's area manager, Ian Schultz, stated that he is excited about the future and hopeful that similar agreements with other municipalities can be concluded.

FNB business manager for the Riversdale, Still Bay and Heidelberg branch Ashley Prins and Gerda Basson, FNB branch manager for Riversdale, said that they are ready to provide support to Hessequa's entrepreneurs and businesses. Since February 2019, Prins has presented numerous work sessions at which First National Bank's products and the rest of the support package were introduced to municipal officials. The products include online bookkeeping that automatically prepares financial statements and reports from bank statements, as well as tax documents and balance sheets, and the interactive Fundaba training platform, which contains videos and information on how to



At back, from left: Andrew Stroebel, Ian Schultz, Gerda Basson, Ashley Prins and Grant Riddles. In front, from left: David Silkstone and Johan Jacobs.

manage a business. The free Business Talk, Market Place and Business Toolkit programmes offered by FNB will add value and are also instructional, especially when considering the economic challenges posed by the COVID-19 pandemic.

Hessequa Municipality's director of Development Planning Hendrik Visser has stated that the collaboration does not hold any financial implications for the municipality, but it will benefit the Hessequa community and businesses and boost local economic development. One thing that we have learned from the COVID-19 pandemic is that partnerships and innovation are valuable and can help to weather any storm. Trailblazing partnerships such as the one between FNB and Hessequa Municipality will certainly lead the way for other municipalities and institutions to follow suit. ■



COVER FROM A COMPANY YOU CAN TRUST



**FUNERAL
COVER**



**LIFE
COVER**



**SAVINGS
PRODUCTS**



**RETIREMENT
ANNUITY**

Assupol Life is a proudly South African company, with our roots firmly in place since 1913. We know insurance, as we provide products and services designed for South Africans, by South Africans, and we pride ourselves in understanding what our clients need.

0860 103 091
www.assupol.co.za

Summit Place Office Park, Building 6, 221 Garsfontein road, Menlyn, Pretoria, 0181
Assupol Life Ltd reg no 2010/025083/06
Authorized financial services provider

ASISV A member of the Association for Savings & Investment SA

ASSUPOL

SERVING THOSE WHO SERVE SINCE 1913



The National Assembly (NA) and the National Council of Provinces (NCOP) held joint sittings to debate the State of the Nation Address earlier this year.

SALGA'S SUBMISSIONS TO THE NCOP

SALGA is lobbying for equitable budget distribution and the development of a consequence and accountability framework during the lead-up to the local government elections

A large part of South Africa's transformation from an apartheid regime to a democratic government has been centred around the transformation of municipalities. Of the three tiers of government, municipalities are the closest to the communities and are relied upon to provide the services and infrastructure that uplift and empower the residents. The transformation process is ongoing, with municipalities focusing on improving service delivery and good governance.

Of course, such a transformation is not without its challenges, which is why the South African Local Government Association's (SALGA)

representations to parliament remain critically important. Taking a look at some of the most critical issues SALGA has commented on in recent months, we begin with President Cyril Ramaphosa's State of the Nation (SoNA) Address.

WHAT ISSUES ARE SALGA CHAMPIONING?

Commenting on the president's SoNA speech, SALGA president, Councillor Thembi Nkadimeng said that the organisation fully supports President Ramaphosa's for clarity view on the appointment of properly qualified municipal officials to ensure effective management and provision of services.

SALGA feels that a similar focus should be placed on the political arm in a municipality, suggesting that despite numerous interventions to increase the capacity of councillors in the first four years of the current term of office, the gaps remain glaring. Furthermore, the recent developments around COVID-19 have further exposed serious weaknesses in the leadership of many councillors.

As the country gears up for the 2021 Local Government Elections, SALGA calls upon all political parties to prioritise their selection of skilled and knowledgeable political candidates. This should include minimum criteria set for councillors coupled with the introduction of a remuneration package based on performance management and accountability. To address corruption and advance ethical conduct, which is a huge impediment to the country's growth and development, SALGA advocates for the introduction of local government service commissioners, who will be able to swiftly investigate allegations levelled against councillors and enforce the Code of Conduct for Councillors.



DID YOU KNOW?

WHAT IS AN INTERVENTION BY THE NCOP?

When a province cannot or does not fulfil an executive obligation in terms of the Constitution or legislation, the national executive may intervene by taking any appropriate steps to ensure fulfilment of that obligation, including:

- a. issuing a directive to the provincial executive, describing the extent of the failure to fulfil its obligations and stating any steps required to meet its obligations; and
- b. assuming responsibility for the relevant obligation in that province to the extent necessary to
 - i. maintain essential national standards or meet established minimum standards for the rendering of a service;
 - ii. maintain economic unity;
 - iii. maintain national security; or
 - iv. prevent that province from taking unreasonable action that is prejudicial to the interests of another province or to the country as a whole.

If the national executive intervenes in a province in terms of subsection (1)(b)

- a. it must submit a written notice of the intervention to the National Council of Provinces within 14 days after the intervention began;
- b. the intervention must end if the Council disapproves the intervention within 180 days after the intervention began or by the end of that period has not approved the intervention; and
- c. the Council must, while the intervention continues, review the intervention regularly and make any appropriate recommendations to the national executive.

In discussions around the 2021 Division of Revenue Bill, SALGA again highlighted an ongoing issue – 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.

At the same time, SALGA acknowledges the national government’s gloomy picture of the economic outlook and fiscal challenges it faces, which are exacerbated by the unforeseen and continuing demands on the fiscus as a result of the COVID-19 pandemic.

SALGA voiced its concern with the proposed decrease in Equitable Share of R6.5bn (R78bn vs R84.5bn) from last year to this year, adding that there remains a need for a radical review of the proportions of allocations to the three spheres of government. SALGA will thus work with national government to resolve the challenges faced by local government based on the activation of the resolutions taken at the Budget Forum Lekgotla.

Discussing preparations for the 2021 Local Government Elections, SALGA outlined its Framework for the Transition, which will focus on providing the required support to municipalities during and after election stages.

To this end, SALGA and the Department of Cooperative Government and Traditional Affairs (CoGTA) agreed to join forces in providing support to municipalities during the transition, with the SALGA NEC approving the Framework for the Transition on 31 March 2021. The framework will guide municipalities through the transition and provide governance support to municipalities prior to, during and after the elections.

This includes the development of a comprehensive councillor induction programme and manual, guidelines for governance support and a social plan for councillors in the pre-election phase, and the roll out of the above in the post-election phase.

Lastly, at the National Council of Provinces (NCOP) budget and fiscal oversight workshop, SALGA raised the need for a Consequence and Accountability Framework. It is proposed that such a framework – focusing on both individual and institutional dimensions of poor management at local government level – should be developed.

This will include the grading of municipalities based on performance levels and the awarding of salary increases and bonuses based on overall institutional performance, among others. These elements will cover both the political leadership and administration and could be based on agreed upon performance indices emanating from Auditor-General Audit Outcomes, StatsSA municipal nonfinancial census reports, and other such municipal performance rating instruments. ■

SALGA calls upon all political parties to prioritise their selection of skilled and knowledgeable political candidates. This should include minimum criteria set for councillors coupled with the introduction of a remuneration package based on performance management and accountability.

SUBSCRIBE & SAVE 40% DISCOUNT

Subscribe to *SA Home Owner* for only R282 that's a R188 saving on the standard rate of R470. You will receive 11 issues packed with inspiration and great ideas.



SUBSCRIBING COULD NOT BE EASIER:

CALL 0860 525 200

EMAIL feedback@arena.africa

SMS "SAHO SUB" to 43331
(SMSs charged at R1.50)



OR SCAN
THE
QR CODE



DO COALITION GOVERNMENTS WORK?

Alliances between opposing political parties that are purely for convenience or based on a mutual dislike of the ruling party seldom last, suggests **Ryland Fisher**

In any normal democracy, coalition governments at various levels work reasonably well, especially in an environment where there is a strong governing party whose power needs to be reined in, in the interest of democracy, of course.

But South Africa has never been a normal democracy – one can argue that South Africa has never been a normal anything – so what works in other democracies does not usually work here.

Politics is about numbers. The more people who vote for you, the more powerful you become. This is why, soon after Nelson Mandela's release from 27 years in prison and once the ANC had been unbanned, he reached out to former homeland leaders, realising that, while they were considered sellouts by those who fought hard against them – especially in the final years of apartheid – they did have significant support, especially in the rural areas where the ANC considered its support to be weak.

But the ANC did not really form coalitions. Instead, it co-opted those who used to be the enemy. The ANC did the same to a weakened National Party a few years into our democracy. Half of the party went to join the Democratic Alliance; the other half joined the ANC.

The first real alliance in South African politics was when the Minority Front, led by the charismatic Amachand Rajbansi, decided in 1994 that their Members of Parliament would vote with the governing ANC. It is not clear what he got in return.

More recently, we have seen coalitions between the Democratic Alliance and other small parties, such as the Economic Freedom Fighters and Bantu Holomisa's United Democratic Movement, in places like Johannesburg, Pretoria and Nelson Mandela Bay.

JOINING HANDS FOR ALL THE WRONG REASONS

Most of these coalitions did not last, mainly because they were not built on principle but on revulsion of the ruling ANC. All the parties



seemed to argue that they would be prepared to team up with anyone – even if they are on opposite sides of the political spectrum like the EFF and the DA – as long as they can get rid of the ANC in the process.

No alliance based on convenience has ever lasted. There must be common ground on at least one issue, whether this is the rule of law, a commitment to constitutional democracy or a strong stand against violence.

The coalition built by the DA and the EFF, and several others, was based on their opposition to the ANC, not because they agreed with each other on one or two principal issues.

In some of the rural towns, especially in the Western Cape, we have seen coalitions involving local-interest parties who only want to make a difference in their town. The ANC, in particular, has played these parties very well at election time and has managed to hold on to seats in places such as Beaufort West and parts of Knysna where they teamed up with local-interest parties.

In municipal elections, where half all the delegates are elected directly, independent candidates and those from local-interest parties hold strong hands and can often play kingmaker, especially in municipalities where none of the bigger parties could muster an outright win. In some councils, the ANC has offered independents the mayoral chain in return for control of the council.

Municipal elections deal with issues at the coalface of service delivery. This is why people are keen to vote for community leaders who they know and trust, irrespective of their political parties. It is not uncommon for someone to vote EFF at national or provincial level, but to vote for an ANC candidate or an independent at a local level.

Coalitions in South African politics can benefit specific parties in the short-term, but never in the long run because they are never based on principle, but on personalities. This is why they die out as soon as things go slightly wrong between the parties involved.

Coalitions can only work if they are based on a principled commitment and understanding of public service and service delivery to the people who vote on election day in the hope that their lives will be improved. ■



JWWA and SALGA are sharing knowledge and expertise to enhance the quality of water supply services in both countries.

Ms Hattori Yoko

BEHIND SA AND JAPAN'S BILATERAL WATER SERVICES COLLABORATION

They may be separated by vast bodies of water, but when it comes to water services management, South Africa and Japan join together. By **Levi Letsoko**

To rebuild and restructure itself as a new country post apartheid, South Africa has collaborated in numerous bilateral projects aimed at improving the lives of its citizens. To bolster its service delivery efforts, focusing on water and sanitation specifically, South Africa has formed collaborative alliances with Japan for over 25 years. Now, the South African Local Government Association (SALGA) and the Japan Water Works Association (JWWA) have agreed to work together to exchange ideas and solutions for improving water services management between South African and Japanese municipalities.

Hattori Yoto, director of Japan International Co-operation Agency (JICA) – Global Environment, Department Water Resources Group, says that municipalities in South Africa have taken on the responsibilities of the Water Services Authority, with human resources transfer and technical support from the

Department of Water and Sanitation (DWS) and the Water Board.

“Most of the municipalities have faced challenges such as deterioration of service and maintenance due to the loss of competent personnel, lack of adequate skills and knowledge succession and insufficiency of systematic training opportunity,” says Yoto. “This deterioration caused difficulty in improving nonrevenue Water (NRW) in South Africa, struggling against frequent water scarcity. So, human resources development, enhancement and dissemination of skills and knowledge such as NRW reduction are the keys to success in the sustainable water supply services of municipalities,” she adds.

The national campaign to improve access to clean water for ordinary citizens has been the catalyst of the multistakeholder effort shepherded by both countries (SA and Japan) and is

continuing to bear fruit despite the long path that lies ahead.

IMPROVING WATER MANAGEMENT AT EVERY SPHERE

SALGA's head of Technology and Innovative Projects William Moraka is optimistic about the platform created by both countries. After partaking in the seminars presented by the multistakeholder unit (made up of institutions from both SA and Japan), Moraka is pleased about what both countries stand to achieve from the interaction.

“At this stage, the collaboration between SALGA and JWWA is focusing on knowledge-sharing, ideas and solution exchange in a quest to improve decision-making and early warning systems,” says Moraka. “Also high on the agenda is the efficient management of water and wastewater facilities (benchmarking) among others.

“The parties jointly convened three webinars,” he adds.

“The collaboration between SALGA and JWWA is focusing on knowledge-sharing, ideas and solution exchange in a quest to improve decision-making and early warning systems ... also high on the agenda is the efficient management of water and wastewater facilities (benchmarking).” – William Moraka

The webinars – staged between February and March of 2021 – focus on human resources development, disaster and emergency response, as well as product quality and technology and innovation. Moraka believes that addressing these key areas will help unlock and enhance the quality of water supply services in both countries.

JICA LAUNCHES THE DWS ROODEPLAT TRAINING FACILITY

Skills dissemination is an important part of turning a commitment of this magnitude into a success. Director of the Infrastructure Branch Training Centre (IBTC) Vincent Monene is responsible for the sustainability of the skills acquisition programme. The programme is aimed at identifying suitable candidates from the municipalities who can be trained to stage interventions should there be a need to manage a water disaster or malfunction in the areas where they are stationed.

“The IBTC is the custodian of the training yard that was funded by the Japanese government, and the Department of Water and Sanitation is responsible for planning the implementation of bulk water infrastructure, which includes designing, construction and operation and maintenance of the infrastructure,” says Monene. “The IBTC supports the department by co-ordinating skills development programmes and training in various technical and nontechnical programmes including compliance training programmes.”

Monene details that the programme has successfully trained 34 officials in 10 municipalities, equipping them with the necessary know-how to maintain the reticulation water infrastructure that households rely on for their water supply.

He says that the training programme comprises a two-stage learning frame, namely the theoretic aspect, complemented by an on-the-job training model. Skills acquired include water balancing, pressure management, leak detection, meter management and valve management.

Yoto points out that the training programme forms part of the National Development Plan (NDP 2030) and National Water Resources Plan Strategy II, which aim to promote job creation as a national priority.

“IBTC has had little performance and capability to meet the needs of the water sector. Consequently, the South African government requested the Japanese government to be part of a technical co-operation project aimed at

establishing a training scheme and procedures as well as strengthening training implementation to improve IBTC’s management capacity,” Yoto explains.

For municipalities to succeed in implementing their water services mandate, the multistakeholder unit formed by both countries has identified problem-solving training models as the priority. Moraka says that the unit is working hard to create a sustainable platform of engagements that confronts issues of mutual benefits for both countries in a way that enhances the collaboration between SALGA and JWWA. The platform is also expected to foster constant sharing of innovative and modern solutions.

“The suggested information-sharing was inspired by the challenges and successes both countries face. For example, Japan is able to contain its nonrevenue water to an average of 10 per cent compared to South Africa’s average 41 per cent,” says Moraka. “Their infrastructure build programme and management is resilient and responsive to the earthquakes and their training methodologies – both theory and practice – are amazing, while monitoring of water quality through technology is an area where they excel.”

Yoto emphasises the importance of equipping municipalities to take charge of their own improvement. She has identified training models that focus on creating labour units capable of strategically using limited resources to produce exceptional results.

“The training intends to instruct learners on problem clarification in their reticulation and the effective solutions available to their municipality, as well to remind learners of the importance of routine/basic operation of maintenance of their reticulation,” says Yoto.

STRONGER BILATERAL RELATIONS BETWEEN THE COUNTRIES

The SALGA/JWWA collaboration forms part of the technical co-operation project that is mandated to strengthen relations between the two countries. Facilitated by JICA, there are plans to continue offering hybrid training programmes online and onsite.

“JICA will dispatch a long-term expert to the Development Bank of Southern Africa (DBSA) to request financial assistance for NRW targeted to municipalities in South Africa and African countries. This expert will also monitor the national NRW training,” says Yoto.

“By reducing NRW, communities will indirectly benefit from improved, sustainable water services, particularly in areas where there is increased demand and in drought-prone areas.

“Moraka believes that the water challenges faced by both countries will continue to catalyse collaborations that will eventually yield solutions. “It is of importance for both countries to identify issues of mutual interest and engage in unpacking and devising solutions to such issues or challenges,” concludes Moraka. ■

MUNICIPALITY	NUMBER OF OFFICIALS
Mogale City DM	6 officials
uMgungundlovu DM	5 officials
Mopani DM	4 officials
Metsimaholo LM	3 officials
King Cetshwayo DM	3 officials
JB Marks LM	4 officials
Mbombela LM	2 officials
Amathole DM	3 officials
City of Ekurhuleni	3 officials
Saldanha Bay	1 official

*Details provided by DWS Roodeplat Training Facility.

TOGETHER WE CAN DO MORE

SALGA and the UNDP have joined forces to assist struggling SMMEs, **Denise Mhlanga** finds out more



With funding from the Japanese government, the South African Local Government (SALGA) and the United Nations Development Programme (UNDP) have partnered to help small, medium and micro enterprises (SMMEs) continue operating amid the COVID-19 pandemic.

"The memorandum of understanding between SALGA and UNDP was signed in December 2018. However, the two parties started working together on a governance-related project, and the UNDP COVID-19 relief service level agreement was signed in September 2020," says Tebogo Matlou, project manager International Programmes and Partnerships at SALGA.

Matlou says the partnership objectives include providing relief to formal, informal businesses and SMMEs in nine provinces targeting women, youth and people with disabilities and enhancing the nutritional wellbeing of the informal sector operators and the vulnerable by improving access to fresh produce.

It also provides relief support to businesses impacted by COVID-19 to ensure continuity, supporting SMMEs to establish business opportunities like manufacturing of masks and personal protective equipment (PPE), and improving community advocacy campaign and awareness around hygiene and other social protocols observances.

"Our joint programme with SALGA, titled 'Support to Informal Traders and SMMEs during COVID-19 Pandemic', seeks to assist government in mitigating the impact of the pandemic by providing relief to struggling SMMEs and informal traders who were affected by the pandemic." – Dr Ayodele Odusola

"This partnership will provide training and skills development, which include basic business skills and on-site sector skills training, as well as assist informal traders to register their businesses."

UNDP resident representative Dr Ayodele Odusola says that, at a global level, the UNDP's COVID-19 Integrated Response is considered not just as a health crisis, but also a humanitarian and development crisis that threatens to leave deep social and economic scars for years to come.

"In a country like South Africa whose socioeconomic landscape was already characterised by deep inequalities, poverty and unemployment, the impact of COVID-19 has been devastating," says Odusola.

To support countries to prepare, respond and recover from the pandemic, UNDP's immediate priorities have been threefold: health systems support and strengthening; inclusive and integrated crisis management and response; and addressing the human rights, social and economic impact of COVID-19. The UNDP South Africa Country Office's work with SALGA falls within the third category.

SMMEs CHALLENGES AND PROJECT FUNDING

The partnership came at a time when SMMEs face various challenges as a result of the pandemic, says Matlou.

- Many could not operate during lockdown Levels 3–5.
- Informal workers have limited access to information on the virus and how it spreads and have been the target of misinformation campaigns.
- There is difficulty in accessing and/or understanding relief schemes.
- A lack of access to capital and support infrastructure and limited access to markets.
- Most informal businesses lack a basic understanding of legal contracts, insurance, social networks and savings buffer to protect against unforeseen economic risks.



Hlengiwe Dube

"This project is assisting to develop a database for local government to know who is doing business in their jurisdiction," says Matlou.

Oduola says that UNDP's research on the impact of COVID-19 on informal traders in South Africa indicates that more than half of businesses require financial aid to remain operational, 45 per cent seek marketing help to increase their customer base, 40 per cent require assistance with PPE and 21 per cent require business development support such as mentorship and training.

"Our joint programme with SALGA, titled 'Support to Informal Traders and SMMEs during COVID-19 Pandemic', seeks to assist government in mitigating the impact of the pandemic by providing relief to struggling SMMEs and informal traders who were affected by the pandemic. Through the R8m seed funding from the Japanese government, about 1 670 SMMEs and informal traders have received support."

Oduola explains that UNDP facilitates development support and acts as an agent

for development through its networks and technical capabilities by building partnerships, providing technical assistance and mobilising seed funding.

The Eastern Cape and KwaZulu-Natal provinces were prioritised and received a higher allocation than other provinces.

"We consider this funding as a catalyst for more funding and development support from government, the private sector and other partners. Our joint task with SALGA is to mobilise more support to ensure that the gains made in this project are sustained," he says.

Oduola points out that a significant amount of co-ordination and facilitation was required for the project. Both the UNDP-SA teams and SALGA officials from national and provincial offices dedicated their time to execute the project.

"Local government is better placed to understand the differentiated needs and priorities of businesses in each community. Municipal officials, led by councillors, have been the foot soldiers in the success of this project," he says.

PROJECT BENEFICIARIES

Matlou says SMMEs received R26 100 to produce masks, which were shared with municipalities and distributed to schools, nongovernmental organisations (NGOs) and the needy. Informal traders received vouchers of between R3 500 to R11 000, NGOs received

R50 000 vouchers to buy sewing machines and other resources.

"These are not loans, but financial relief so formal businesses would make masks in return for the funding, and informal businesses could establish their businesses."

The project has supported 1 670 formal and informal traders and SMMEs, including 10 schools and two NGOs, women in sewing businesses, fresh produce street vendors, barber shops, beauty and personal care, street restaurants, ICT shops, and providers of PPE.

Hlengiwe Dube, owner of sewing business HN Designs, was a Gauteng recipient whose enterprise received a financial boost from the project.

Before the pandemic in 2020, HN Designs' operations had been successful for the three years since its establishment.

When COVID-19 hit our shores, followed by several lockdowns, the business that specialises in making curtains, work uniforms and traditional apparel came to a halt.

"The funding from SALGA and UNDP was perfectly timed. It boosted our business, which was not getting as many orders. It also enabled us to supplement salaries and day-to-day operations," says Dube.

With the financial support, they bought materials to continue with production. As lockdown levels eased, more orders started coming through.

"We also make school uniforms and need an embroidery machine. Business sustainability and income uncertainties are the biggest challenges facing our small enterprise.

"Whenever we were uncertain about what to do next, the SALGA team was always readily available to answer any questions," Dube adds.

Before the pandemic, Dube employed between three to four people depending on the orders and demand. The pandemic forced her to let go of one person, who was then subsequently brought back into the business, thanks to the financial help from the project.

"I am grateful for the assistance and guidance provided to HN Designs through the project," she says. ■



Tebogo Matlou

ACHIEVEMENTS EXCEEDED EXPECTATION

The project has exceeded projections with 1 365 businesses having benefitted directly from this project against the 1 059 planned, says Dr Ayodele Oduola, UNDP resident representative.

Over 60 per cent of beneficiaries were women, five NGOs for people living with disabilities were recipients of PPE and sewing equipment to make masks, while communities, schools and NGOs have been indirect beneficiaries – receiving PPE supplied by SMMEs.

However, he points out that the full impact of their intervention is yet to be assessed as the project ended in March 2021.

"Beyond the numbers, businesses that would have otherwise closed down were funded to procure supplies and equipment to ensure continuity. It has also provided the much-needed skills development training and empowerment," adds Oduola.

EMPOWERING WOMEN LEADERS THROUGH STRATEGIC TRAINING

A short course for women aims to promote diversity, unleash female leadership potential and raise their profiles in local government, writes **Denise Mahlangu**

For the first time, the South African Local Government (SALGA) is offering a short course in leadership development for women through the University of Cape Town (UCT). The Local Government Women Leadership Development Programme (LGWLDP) is registered as a skills programme with LGSETA (Local Government Sector Education and Training Authority).

The nine-month-long programme commenced in January 2021 with completion scheduled for the end of September, says Mercia Colbert, municipal learning and development officer.

"The programme is an empowerment tool for women in leadership positions and it further highlights their profiles in local government. It also aims to groom aspirant leaders, promote diversity and unleash leadership potential in women to build and sustain a pipeline of effective women leaders."

Colbert explains that the programme development began in 2019 and is implemented by UCT's Nelson Mandela School of Public Governance and Zenande Leadership Consulting.

To qualify, participants need to be in the local government sector in a management or elected position of leadership with the highest educational qualification being Grade 12. Additionally, they should have five years' experience in local government. Participants can also apply for a Recognition of Prior Learning to ensure equal opportunities for delegates, among other requirements.

Over 400 applications were received, 83 were accepted, and those participants are now close to completing Module 2. However, due to personal or work challenges, not all participants will complete all the deliverables – currently, 76 participants remain.

PROGRAMME STRUCTURE

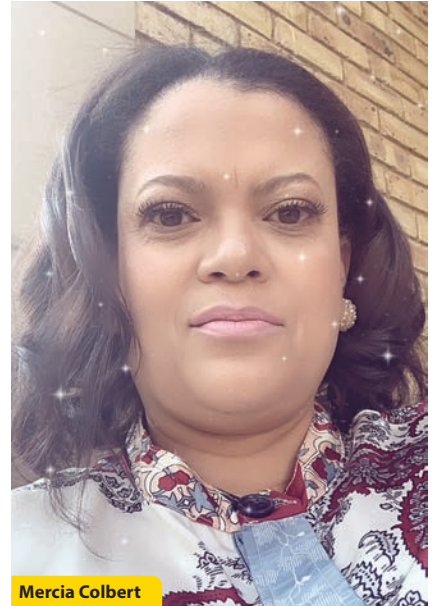
The comprehensive programme is designed as a journey of personal, interpersonal and organisational transformation for both councillors and managers, explains Colbert. Participants are challenged to engage at all three levels to develop personal agency, increased capacity and ongoing resilience.

The programme consists of accredited coursework, personal coaching, mentoring, webinars and masterclasses, as well as peer network support.

The accredited element of the LGWLDP comprises three modules: emotional intelligence and leading in the public sector; ethical leadership and innovative practice for the public sector; and people-centred leadership in the public sector.

Learning is online due to COVID-19 and participants were introduced to the platform in November 2020.

Participants work independently with their coaches and mentors, and engage course content through pre-readings, videos and podcasts as well as weekly live sessions. A Portfolio of Evidence is required for external assessment, and successful participants will be accredited with the relevant certification from the LGSETA and UCT.



Mercia Colbert

GREAT VALUE AND POSITIVE EFFECTS

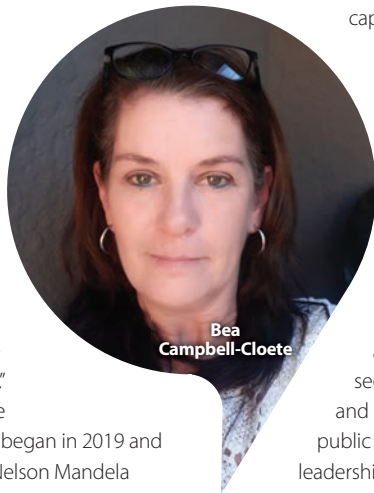
Among the LGWLDP participants is Bea Campbell-Cloete, councillor at Dr Kenneth Kaunda District Municipality in North West province. She says the programme is an amazing learning experience and a must for the career advancement of women leaders in both the public and private sectors.

Often, women in leadership positions tend to become focused on the work at hand, resulting in great opportunities passing them by.

"This programme has helped me to find my voice again and I am richer for the learning experiences so far. I am connected to like-minded women leaders countrywide who are always ready to advise and inspire others," says Campbell-Cloete.

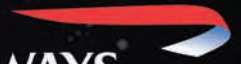
Already, several participants have reported that their line managers have remarked on the positive behavioural changes and practices in the workplace, accrediting these shifts to the value derived from the programme.

"We believe that the benefits of this programme can have far-reaching positive effects, and not just within the local government space. We anticipate a positive impact on South African society as a whole if we continue to roll this out for the next few years," adds Colbert. ■



Bea Campbell-Cloete

BRITISH AIRWAYS



WE'VE BUILT OUR NETWORK AROUND YOU

Our book with confidence policy means you can change your dates, destination or even cancel if you need to, with no additional fees.

To book, visit ba.com.

Proud airline carrier of the Springboks and the British and Irish Lions for the 2021 Lions Series.



*Operated by Comair Limited



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

The information is for informative purposes and not intended to constitute advice in any form. The information therefore has no regard to the specific investment objectives, financial situation or particular needs of any specific recipient. Investec Bank Limited accepts no liability whatsoever for any loss or damage of any kind arising out of the use of all or any part of this communication. Investec Corporate and Institutional Banking, a division of Investec Bank Limited. Reg. No.1969/004763/06. An Authorised Financial Services Provider. A registered credit provider registration number NCRCP9. A member of the Investec Group.

