

Western Cape Municipal Brief

14 November 2022



SALGA Western Cape hosted its Provincial Working Groups (PWGs) virtually from 10 to 18 October 2022.

The Western Cape Provincial Working Groups (PWG) virtually held their last meetings this year from 10 to 18 October 2022. The next sitting of the PWGs will be convened in February 2023, with a hybrid option (virtual/in-person) available to all participants. The PWGs sitting is a platform where councillors and municipal officials from all 30 municipalities across the Western Cape deliberate and discuss issues within the province. The purpose and objectives of working groups are to facilitate coordination, consultation and inclusive decision-making between SALGA and its members; and to serve as a forum through which organised local government members can consult, at a political level, and share ideas, advice, political insight and support.

Electricity and Energy Provision and Public Works & Water and Sanitation – 10 October 2022



This working group was attended by twenty-two municipalities from the Western Cape and key stakeholders. Presentations made were on:

- The implementation of the New Generation Capacity Support Programme of SALGA
- The SALGA's position on infrastructure protection and the trade in scrap metal

- South African Police Service's (SAPS) Non-Ferrous Metal Crime Combatting Committee (NFMCCC), Vandalism of Infrastructure and Community Awareness,
- SALGA's Anti-Litter Campaign

Dr. Silas Mulaudzi from SALGA shared the background and update on the progress of the implementation of the New Generation Capacity Support Programme. SALGA has partnered with the U.S Agency for International Development (USAID) Southern Africa Energy Program (SAEP) as well as the German International Cooperation (GIZ) to enhance the municipal energy and electricity sector and foster collaboration on any other mutually beneficial sustainable energy-related themes including new generation capacity and municipal power procurement.

A brief overview was given of the various pieces of training offered through the programme as well as the significance of each training. Below is a summary of the training programs that have already been concluded as well as the attendance status:

- Small Scale Embedded Generation (SSEG) tariff submission support training held on 9 – 11 May 2022 (four WC municipalities participated)
- SSEG development programme training held on 01 – 05 August 2022 (five WC municipalities participated)
- SSEG development programme training held on 29 August – 02 September 2022 (five WC municipalities participated)
- Bi-directional metering training held on 12 – 14 September 2022 (seven WC municipalities participated)
- Municipal Energy Management System (MEMS) training held on 15 – 18 August 2022 (six WC municipalities participated)



Open calls for participation have been made for the following training programs:

- Battery Energy Storage System (BESS) training
- Off-grid electrification training
- The African Women in Energy and Power (AWEaP) Just Energy Transition Skills Development Programme commenced as of the 3rd of October 2022, with Phase 1 of the programme earmarked for Mpumalanga municipalities. Phase 2 will be open to all municipalities and will consist of 30 days of training spread over a period of 6 months. The circular calling for participation will be sent out as soon as it is ready.

Mrs. Ugeshni Naidoo from SALGA presented on the considerations made when drafting a local government position on infrastructure protection and the trade in scrap metal. Background was given on the importance of the protection of municipal and infrastructure assets from theft and vandalism.

As part of the background, a preliminary assessment was done by SALGA into the institutional arrangements for the protection of municipal and infrastructure assets, with several shortcomings and weaknesses being identified, such as lack of sufficient budget, understaffing of security units, placement of this function and generally old school security measures that are easily undermined by criminal elements.

The National Symposium on Alternative Technological Innovation for the Protection of Municipal Infrastructure was held on 15 September 2021 with one of the outcomes being SALGA entering into an MOU with the University of Johannesburg (UJ), with UJ putting out a concept note and requesting an indication of interest from municipalities regarding a pilot project. SALGA has also entered an MOA with the Council for Scientific and Industrial Research (CSIR) and continues to work with the Institute of Security Studies (ISS) and SAPS regarding bylaw policies & compliance and infrastructure protection.

SALGA's position on infrastructure protection and the trade in scrap metal is still in a draft phase and will be consulted for inputs. The aim is to take a multi-faceted, integrated, and transversal approach with three focus areas:

- Enforcement – through bylaws and legislative imperatives by municipal policies and other respective law enforcement units/sectors
- Waste Management – assessing current bylaws that address recycling of scrap metal as a waste product
- Local Economic Development – ensuring there are no impacts to informal traders by draft proposals

Captain Herman van Deventer from the South African Police Service (SAPS) presented to the members a background and introduction to the Non-Ferrous Metal Crime Combatting Committee (NFMCCC). The committee was established with the aim to address the unacceptable high levels of ferrous and non-ferrous metal theft nationally. This is done through a coordinated approach in partnership with relevant stakeholders.

The NFMCCC aims to serve as a platform whereby collaboration between SAPS and various stakeholders is enhanced. The committee meets on the last Thursday of each month with the next meeting to be held on 27 October 2022. SALGA was also requested to participate in this Committee.

Some basic agenda items include crime statistics, threat analysis, assessment of pro- and reactive measures that have been put in place, progress reports from detectives, assessment of the effectiveness of awareness campaigns and operational challenges. Members can contact Captain van Deventer for queries.

Mr. Simawo Zolile from the Department of Water and Sanitation shared a case study on the extent of vandalism on water and sanitation infrastructure. In his opening, he gave a background of what prompted the investigation and fact-finding mission and subsequent case study. The outcome of the investigation and the fact-finding mission was a comprehensive report detailing the causes of blockages and sewer spillages as well as a set of recommendations on how to resolve the spillages. A Ministerial Working session with all municipalities, provincial government, and sector stakeholders, including water and sanitation, was held on 24 – 27 November 2021 wherein most municipalities reported vandalism of water and sanitation infrastructure as a major concern in their respective municipalities. To combat the theft and vandalism of water and sanitation infrastructure the department launched an Anti-Vandalism Awareness & Education Campaign which commenced in October 2021 with the production of a short documentary series highlighting and bringing to light the issue of vandalism. They have also placed adverts in community media and completed door-to-door community education and spreading awareness on the impacts of vandalism. Municipalities needing support can contact the department.

Mr. Balanganani Nengovhela from SALGA shared a presentation on the SALGA Anti-Litter Campaign and the initiative to clean up waste in South African public spaces. He opened the presentation by stating that there

is a growing concern regarding the state of cleanliness in the country. With the above concern in mind, the Department of Forestry, Fisheries and Environment (DFFE), MINMEC and MINTECH tasked Working Group eight to develop an approach for improving cleanliness in the country as well as make a recommendation on implementation. Infrastructure South Africa (ISA) was tasked with working on an initiative to improve municipal landfill site compliance.

The presentation dealt with the joint sector effort that supplements the ISA initiative and aimed to identify the root causes of littering and illegal dumping as well as possible solutions. Mr. Nengovhela highlighted that, in metros and secondary cities, the expenditure on waste management does not meet or exceed the revenue generated by waste management. Among the identified root causes of littering and illegal dumping was the lack of resources and infrastructure as well as a lack of ownership regarding the cleanliness of areas. Interventions currently in place to tackle these issues are localized support initiatives to clean specific areas in various municipalities and support municipalities in improving the waste management service. There is a need for resources deployed in these interventions to be pulled together into a coordinated national campaign that could contribute to a better and sustained impact. This campaign could aim to create awareness and instil a sense of ownership in communities and can be complemented with support and regulations of municipalities to improve service at a local level. This approach was supported by municipalities that are facing challenges with littering, illegal dumping, and landfill space.

Municipal Finance and Fiscal Policy – 10 October 2022



Mr Ntshingila informed the members that the In Year Monitoring (IYM) process presents an early warning tool as it facilitates the flow of financial information and ensures that municipal managers proactively deal with financial problems that may arise in their municipalities. The aggregated budget performance as at 30 June 2022 reflects 96% of revenue generated and 88% of operational expenditure. Compared to other provinces, Western Cape performed just below Gauteng Province on revenue and fourth on expenditure performance.

Of concern is the recorded 77% of Capital Expenditure (CAPEX) which is significantly lower than the desired CAPEX performance of 95%. This has a direct impact on service delivery. It was indicated that the impasse on the Preferential Procurement Policy Framework Act impacted on the delay in the CAPEX budget notwithstanding the ineffective procurement plans that also attributed to the low spending.

Highlighted key emerging risks included:

- Smaller municipalities reported on negative revenue growth resulting in slower recovery from COVID
- Water, Wastewater and Sanitation Trading services provided at a loss, but improvements are seen year on year. This could result in the reduced cash reserves contributed to capital investments.
- Energy supply challenges remain a key risk to the medium-term outlook. Consumption of electricity is declining to represent a risk to the largest municipal revenue source.
- Eight municipalities have low liquidity ratios. Failure to implement credit control and debt collection strategies has a negative impact on maintaining the desired service delivery standards.
- Four municipalities have high outstanding balances owed to Eskom. Failure to agree and adhere to repayments could result in IGR processes.
- More reliance is placed on external sources to fund capital investment. The slow spending of the capital budget may negatively affect the province's economic recovery strategy.

The Consumer reliability is regressing because of affordability and has a direct impact on the collection rate of municipalities. Attributing factors are:

- Severely reduced household spending
- Month to month increases of 9% in public transport
- Month to month increases of 9.4 % in fuel



The second presentation by Dr Silas Mulaudzi focused on the Standard Transfer Specification (STS) Prepayment Meters Project Report. The STS is the global standard for the transfer of electricity and other utility prepayment tokens:

- It secures message system for carrying information between a point-of-sale equipment and payment meter
- Municipalities use the STS technology to measure and charge water and electricity
- Each credit token has a unique Token Identifier (TID) encoded into the 20 digits to prevent token replay at the meter
- The TID is referenced to a base date of 1993 and will run out of range in 2024, thus causing the prepayment meter to stop accepting new tokens.

Dr Mulaudzi explained the problem statement which is that all prepayment meters based on STS technology will stop dispensing electricity on 24 November 2024. This means that meters will stop accepting new tokens and this present a significant risk to the provision of electricity service and sales revenue collection. He further highlighted some technical remedies to assist municipalities in the transition period:

- Request vending system supplier to upgrade the vending software to STS Edition 2
- After the vending system has been certified to STS Edition 2, then new meters may be purchased already coded to base date 2014
- These meters then do not need to be “Reset” again

The STS association have suggested that municipalities have two options that can be considered:

- When the customer purchases his/her next credit token he/she also receives the two “Reset” tokens for entering his meter
- That a dedicated field team enters the two “Reset” tokens into each meter

SALGA has established a dashboard where the status of TID rollover meter reset is displayed. The dashboard consists of various parameters:

- Total number of prepayment meters to be reset,
- Number of prepayment meters that have been reset per municipality,
- Outstanding number of prepayment meters

This dashboard is live on the SALGA website. Data collection from municipalities on a quarterly basis by means of an online questionnaire and that the dashboard gives an up-to-date information on the progress that municipalities are making in resetting the meters

The meeting was at the last presentation informed of the progress to-date on the implementation of the SALGA Municipal Audit Support Programme (MASP). The SALGA MASP comprise of four pillars namely, Financial Management, Leadership, Governance, and Institutional Capacity. In the week of 23 - 26 August 2022, engagements were held with Oudtshoorn, Kannaland, Prince Albert, Beaufort West, Central Karoo District, Laingsburg, Matzikama and Cederberg municipalities. The initiative by SALGA was to enable opportunity to discuss service offers of SALGA in the following disciplines:

- Municipal Audit Support
- Governance Support
- Human Resource Management Support

A follow up Municipal Engagement will be scheduled for the first two weeks of November 2022 to sensitise the political leadership of the progress on the MASP offering on their respective municipalities.

Community Development and Security Working Group - 10 October 2022



The highlight of this session was the attendance of the Provincial Minister of Community Safety and Police Oversight, Mr. Reagen Allen. The Community Development and Safety Working Group session was another opportunity for municipalities to engage the MEC on important matters of Safety and Security. In his presentation, Minister Allen, emphasized that it is their intention for the Ministry of Community Safety and Police Oversight to be visible and accessible to all. He mentioned that in terms of their support to the South African Police Service (SAPS), their ministry fulfils its oversight role, by monitoring, evaluating, and making recommendations about National Police Deployment.

He further mentioned that the Premier of the Western Cape emphasized that all key role players in terms of Community Safety and Policing Oversight in the Western Cape, should work together and ensure that the Western Cape Safety Plan is implemented.



The Minister also mentioned that there is the trending challenge of getting the Peace Officers status from the Police that was brought to his attention. He indicated that he has already started addressing it and will engage with the Provincial Police Commissioner.

Another issue that was a hot topic during this working group was the issue of Funding. It was mentioned that delay in the transferring funds impacts the implementation of the Safety Plans of municipalities. However, the Minister mentioned that in a bid to resolve this challenge, they are currently busy with technical engagements regarding the adjustment of the budget and motivating to Provincial Treasury on the way forward. Part of Ministerial engagements would be looking at a way to get additional capacity or get additional funding.

Further challenges raised were that the Disaster Management Plan and Law Enforcement Plans are in place, but when they have their Joint Operations Committee (JOC) meetings it is very difficult to get the Department of Social Development to attend these meetings. The Minister indicated that he would engage the Department of Social Development so that they can attend the JOCs at the municipal level.

A concern was raised regarding the Law Enforcement Advancement Plan (LEAP), which is only rolled out in the Metro. It was emphasized that the success of the Leap Offices programme in the City of Cape Town is displacing crime to the neighbouring municipal areas. The Minister indicated that the Department of Social Development was very deliberate with regard to where they deployed the LEAP Offices and that has been based on data and evidence of the 16 hotspot areas and for now that is all in the City of Cape Town. The crime statistics of the last quarter confirmed that crime is shifting and that is a big motivation to make sure that they look at the adjustment budget. Minister said they are looking into the matter.

There was a challenge raised that the Department always works with the District Municipality on Rural Safety matters, but it was felt that the B-Municipalities must be more involved in engagement and prioritising. Further, it was mentioned that in terms of line functioning, a suggestion would be that the Department works with the B-municipalities in terms of a business plan. The working group resolved that the Minister of Community Safety and Police Oversight be a standing item on the Community Development and Security working group agenda.

Health - 10 October 2022



Mr Terrence O’Rie from the Department of Health and Wellness presented on the issue of Men’s Health and the importance thereof. He said that it is important to note that men also face unique health problems that don’t affect women, like prostate cancer. He emphasized that to improve men’s health, it’s important to raise awareness about preventive screenings and regular health care for men of all ages.

“Men should know their health status and with November billed as Men’s Health Awareness Month, let me take this opportunity and start raising awareness about men’s health and talk about these issues,” Mr O’Rie said.

He further highlighted that men can also be diagnosed with breast cancer, and many people are not aware of male breast cancer.

“It is important to raise awareness about that and also to educate ourselves. Men should get these health checks together with the prostate cancer screening,” he said. The working group was shown a very detailed presentation on how a regular self-examination can be done.

Tuesday 15 November 2022 was flagged as the day the Department of Health will be working with Cape Winelands District Municipality in Paarl in launching a Men’s Health Awareness Event. The focus areas are as follows:

- Screening for TB, HIV and any other STIs
- As a preventative measure, male and female condom distribution with take place as part of the HIV Testing Services. There will be discussion and management of Pre-Exposure Prophylaxis HIV and Medical Male Circumcision.
- Family Planning will be discussed with emphasis on Intra Uterine Devices, Implanon and Emergency Contraceptives.

- As part of Health Promotion, presentations on Vasectomies, Sterilisation and family planning will take place.
- Mental Health Awareness campaigns
- Healthy Lifestyle promotion, with strategies on how to manage Chronic Disease of Lifestyle choices.
- Cancer Awareness
- COVID 19 Vaccination
- Manhood and Fatherhood (incl Role of men during 1st 1000 days)

Department of Health is working together with the following partners:

1. NorSA
2. CANSA
3. Wagon of Hope Foundation
4. Paarl FM
5. SALGA
6. Stop TB
7. Mental Health

Municipalities were encouraged to try and organise a Men’s Health Day with the Department of Health in their own towns. Municipalities were also encouraged to identify partners such as the Rotary as they too have health days in some towns.

MUNICIPAL DIGITAL SOLUTIONS – 13 October 2022

The working group received a presentation from Mr Nicromano Liebenberg from SITA, who talked on the building resilience in the cyber environment and mentioned that there has been a significant increase in the number of cyber security incidents. He shared that a framework has been created that allows simple addition or removal of additional controls in treats, however, it should be noted that the framework is a living document and will over time adapt and evolve as threats change. He said that to prevent, detect, respond, and recover are the main functions used within the framework to measure the resilience of the system and forms an integral part of solving issues within that environment. A breakdown of the perimeter, a mobile workforce, decentralisation of services and an increasing value of information are all ICT trends that might lead to weakened organisational controls of information assets.

Hessequa Municipality shared that it had been established that cyber-crime is a generic risk and that it is imperative for municipalities to ensure that the right control measures are in place to mitigate such risks. However, all municipalities have budget constraints and are doing the best they can on ICT resilience. Solutions for cyber-

crime to be considered might be a standardised platform accessible to all municipalities to discuss issues in real life as and when it happens and come up with possible solutions as a collective.

Overstrand Municipality shared that security components such as local security i.e., firewalls, security and disaster recovery and backups. One of the things that are becoming more prevalent is to do complete off-site backups and that is where big financial constraints and budgetary issues comes in. The question was whether National Government or perhaps SALGA could assist with regards to a framework or some assistance in this regard as opposed to generally assisting in the minutia of what is happening in the most municipalities – more specifically the additional components to assist should there be a ‘catastrophe’ that happens in a municipality. It was agreed that SALGA together with SITA coordinate a standard platform / system for all municipalities be developed where inter-related problem-solving techniques can be shared, and where skills and knowledge can be exchanged among municipalities when needed.

Mr Siyabonga Mngxe from Western Cape Department of Local Government (DLG) focused on the mass migration to home-based work, brought on by the COVID-19 lockdown. He mentioned that the Department of Local Government assisted some municipalities in developing their ICT Policies and Standard Operating Procedures. ICT Governance Support initiatives included, but are not limited to:

- ICT Governance Assessment
- Advisory Support: IT Forensic Investigation
- Collaborative Forum
- Relationship with AGSA to indicate the focus area needed by municipalities vulnerable to cyber threats
- Municipal support helpdesk platform that assists all municipalities with key issues that can be solved via interacting with the help desk as a convenience

Diagnostic assessments were done some municipalities to obtain a better understanding of the functioning of and within each municipality. Municipalities included:

- Beaufort West
- Kannaland
- Cederberg
- Matzikama

Requests for assistance have been received from Laingsburg and Prince Albert which will be conducted at a later stage.

Following the identified ICT shortcomings, DLG made some recommendations:

- Municipal Councils and Executive Management to create a fluent ICT policy that supports the overall objectives of the municipality
- An ICT Policy directly aligned to the Municipality’s long term strategic plan
- To prioritise implementation of effective data backups and security controls
- To prioritise funding for vacant ICT positions to ensure continuous IT operations
- Municipalities to prioritise the development of an active Disaster Recovery Plan

The Theewaterskloof Municipality responded that is still not utilised at the municipality. The question was raised if there is a possibility of latching on or utilising / sharing / getting assistance from the Department of Local Government. It was then mentioned that two services providers have been contracted and the process is currently at the stage to ensure that there are no clashes with any broadband services. Broadband and fibre will have to work alongside each other and not against each other. Seek assistance and alleviate unemployment in various municipalities by hiring skilled graduates who are well informed of cybersecurity as many graduates are unemployed but had the required skills needed by municipalities

The meeting received the last presentation that provided progress to-date on the implementation of the SALGA Digital Support Programme

The progress report on the Municipal Digital Maturity Assessment, as conducted by SALGA was highlighted in a presentation by Mr Moses Msizi [SALGA]. He appreciated the presentation done by Mr Mngxe as it corresponds very well with the SALGA work

It was reported that the maturity assessment comprises Governance, Strategy and Planning, and Operations. Three municipalities in the Western Cape were targeted. These are:

MUNICIPALITY	GOVERNANCE	STRATEGY AND PLANNING	OPERATIONS	MATURITY
Overstrand	3.35	2.94	3.40	3.23
Theewaterskloof	1.77	1.71	2.35	1.94
Knysna	2.85	2.30	3.64	2.93

Municipal Capabilities and Institutional Resilience – 13 October 2022



COGTA Municipal Support on the Municipal Staff Regulations Implementation Challenges – The presentation on Municipal Staff Regulations by Mrs Nakedi Monyela from the Department of Cooperative Governance and Traditional Affairs (COGTA) covered the challenges with the implementation of the Regulations and the commitment made by DCoG to support municipalities on training for councillors and officials, generic human resource policies, municipal staff establishment, and the upgrading of the GapSkill Skills Audit System.

The Regulations came into effect on 1 July 2022 with Chapter 2: Staff Establishment and Chapter 4: Performance Management and Development System deferred to 1 July 2023.

COGTA engaged the municipalities nationally in all 44 districts and eight metropolitan municipalities from 30 November 2021 – 14 April 2022. During these engagements, it became clear that the following challenges still persist with the implementation of the Municipal Staff Regulations:

- Finalization of Staff Establishment;
- Compilation of job profiles in line with the Competency Framework;
- Acting appointment and payment of allowances;
- Adoption of Performance Management and Development System (PMDS);
- Implementation of Job Evaluation Outcomes;
- Finalization of Human Resource Policies.

Mrs Monyela confirmed that to assist municipalities further with the implementation of the Regulations, the Department has appointed the service provider METGOVIS to develop training material and roll-out of training on the Regulations. To date, training material for nine chapters of the Regulations has been developed, including the pre and post-assessment for both face-to-face sessions and e-learning (online) platforms. Training will commence in November 2022.

The GAPSkill Skills Audit System is an online system to assist municipalities to conduct skills audits for municipal staff members. As part of support to municipalities on the implementation of the Municipal Staff Regulations, the Department has appointed a service provider to upgrade the GAPSkill Skills Audit System. COGTA has invited provincial departments to participate in the Project Steering Committee and to select sampled municipalities to participate in the project implementation.

The Department undertook a study from 2018 – 2020 to develop a prototype Municipal Staff Establishment design according to the different categories, powers, and functions of municipalities. The Department appointed Lekoko Consulting to pilot and validate the prototype staff establishment in 101 municipalities that were selected to participate in the pilot.

Mrs Monyela said that the pilot will entail the confirmation of a municipality’s mandate, strategy, organisational structures and job profiles. She said, additionally, it will also focus on identifying the change impact requirements on the current municipal organisational structures in alignment with the prototype staff establishment designs.

Once completed, the follow-up validation phase will include a trial run and stress test that include inputs on job evaluation, grading of posts, costing of the validated structures, matching employees to the new municipal staff establishment, and new ways of doing business.

Human Resource Metrics and Analytics for Dashboard – The presentation by Swartland Municipality’s Manager Human Resources, Sunet de Jongh, demonstrated how Swartland Municipality used Human Resource (HR) Metrics and Analytics to develop its HR Dashboard for monitoring and reporting on strategic activities in HR.

HR metrics are measurements used to determine the value and effectiveness of HR initiatives, typically including areas such as turnover, training, return on human capital, costs of labour, and expenses per employee. It fits in the HR Model of the South African Board for People Practices (SABPP) as part of the Standards and Metrics element of “Measuring HR Success”. Combining all these metrics under one colourful dashboard that supports their narrative reporting has created the following benefits for the Municipality:

- Allows them to track their progress.
- Tells them what to stop doing.
- Allows them to benchmark against municipalities of a similar size.
- Eliminates confusion.
- Allows you to make optimal use of your existing information systems.
- Helps to push continuous improvement.
- Helps the HR team to focus.
- Distributing metrics can change individual behaviour.
- Helps to improve your relationship with management.
- Builds coordination and cooperation.
- Helps to build self-confidence.
- Creates an HRM business value chain.
- Increases the impact of HR Programmes to show their value.
- What gets measured, gets done!

Ms. De Jongh further said that this has allowed HR to have a more strategic conversation, thereby elevating their strategic positioning and showing HR’s value as a strategic partner. She further reported that the long-term benefits of using the dashboard include, but are not limited to;

- HR Dashboard Report submitted to Management Team quarterly.
- Combined HR Dashboard Report for the full financial year with totals and average numbers, which allows for comparison.
- Statistics and metrics reported graphically, which provides a “picture”.
- Able to tell a story about the data HR works with.
- Problem areas can be identified and addressed by looking at the “pictures”, e.g., age distribution of employees leading to earlier implementation of succession planning to address aging workforce.
- Able to identify trends, especially when looking at the combined report over a longer period, e.g., percentage of days lost due to sick leave and percentage of days lost due to injury.
- Easier tracking of progress on, for example, the Employment Equity Plan.
- Over time, these metrics will be a measure of growth and success in the Municipality.

“However, one must remember that a dashboard is meaningless if you cannot take your audience through the interpretation when presenting them with a narrative report that speaks to the dashboard,” she said.

Improvement in the uptake of LGSETA Discretionary Grants – The LGSETA changed their Discretionary Grant application process in 2021 by introducing the following improvements:

- Establishment of a Discretionary Grant Committee.
- Introduction of project commencement meetings in induction sessions.
- Pre-contracting sessions held with municipalities and entities.
- Introduction of an onsite quality assurance document before uploads.
- The Workplace Skills Plan WSP now being utilized for verification.
- Engagement of monitoring of projects.
- Quicker turnaround times when generating Funding Agreements.
- Opportunity for both levy paying and non-levy paying entities to apply.

These process improvements and the persistent engagement with municipalities by the LGSETA have resulted in a substantial improvement as 95% of projects were taken up in the 2021/2022 financial year.

Councillor Development / Capacity Building Strategy – The presentation by LGSETA’s Western Cape Provincial Manager, Ms Aneeka Jacobs, covered the LGSETA’s Councillor Development Strategy. Ms Jacobs explained that the objective of the Strategy was to ensure returning and newly elected Councillors were adequately equipped and capacitated to discharge their roles and responsibilities as assigned in their respective portfolios. The strategy defines the main roles and responsibilities of a councillor in layman’s terms as follows:

- Councillors serve as representatives of the people.
- Councillors serve as facilitators of community/constituency input.
- Councillors serve as a communication link between council and the community.
- Councillors serve as members of municipal committees.
- Councillors ratify key decisions of the council.
- Councillors help monitor the performance of the municipality.

The list of roles and responsibilities identified above is not exhaustive and is meant to highlight the major activities of a councillor in a straightforward way. The Strategy

categorises the training of the councillors according to the following three pillars:

Pillar 1: Councillor Induction and Skills Audit

- Providing an induction programme for newly elected Municipal Councillors through addressing key areas of expertise and values that they will be expected to display while executing their mandate and responsibilities.
- Capacitating Councillors on local government policies, legislation, systems, and processes relevant to their day-to-day work as councillors.
- Assessing and identifying skills gaps and requirements from Councillors through a skills audit that will inform the short, medium, and long-term skills development interventions for Councillors.

Pillar 2: Function-based Training and Development

- The objective of the function-based training and development pillar is to ensure that Councillors are adequately capacitated to perform oversight functions based on their portfolios as assigned by their Municipal Councils.

Pillar 3: Soft Skills Development

- This pillar deals with the values, norms and standards that councillors must possess to ensure ethical leadership in municipalities and communities.
- Top-up skills play such as Leadership and Ethics, Partnership Working, Communication Skills, Political and Administrative Interference, Scrutiny and Challenge, Regulating, Monitoring and Evaluation remain critical for Councillors in executing their roles and responsibilities.

Economic Development and Job Creation Working Group – 13 October 2022



Mr Tshegofatso Neeuwfan, Deputy Chief of Party of the South African Energy Programme (SAEP), stated that the SALGA and SAEP have been closely collaborating to support municipalities within the renewable energy arena in response to the energy crisis in South Africa. The areas of collaboration include the provision of technical assistance and capacity building to City of Cape Town (CoCT), Saldanha Bay and Cape Agulhas and development of Renewable Energy Guidelines for municipalities.

Mr Neeuwfan highlighted that Independent Power Producers (IPPs) are required to ensure localisation and economic development objectives through socio-economic development, enterprise development, skills development, local content, and job creation within the communities they are located. However, it is important for municipalities to collaborate closely with IPPs in the planning and implementation of socio-economic programmes within their localities.

Ms Nkeku Matubatse, an Assistant Director from the National Department of Tourism (NDOT), presented on Inland Water Concept as part of the implementation of the Coastal and Marine Tourism Plan. She said that the development of the Inland Water Concept is in response to the challenges faced by municipalities with the underdevelopment of bodies of water due to water scarcity, bad maintenance, and poor infrastructure.

“Despite a few challenges experienced, there are various opportunities for municipalities such as transportation, community benefit, socio-economic benefits as well as education and training”, said Ms. Matubatse

Mr Floyd Chauke, Director from the NDOT presented on the development Karoo Tourism Strategy which is currently underway. He further stated that the development of the Karoo Tourism Strategy is part of the Karoo Small Town Regeneration Programme and has been developed with the guidance of the Karoo Development Foundation and the University of the Free State. As part of the process to develop the strategy, Karoo municipalities across the Eastern Cape, Free State, Free State, Northern Cape, and Western Cape will be consulted.

Ms Busiswa Bam, Assistant Director also from the NDOT informed the municipalities of the Western Cape Local Government Tourism Peer Learning Network will be convened in November 2022. She highlighted that the target audience includes counsellors and practitioners responsible for tourism and economic development. The learning areas of the workshop include tourism recovery plans, provincial tourism trends, Inland Water Bodies Concept, Tourism Niche Guide, tourism case studies, tourism research studies, and relevant government policies/strategies. An invitation for peer learning will be shared with municipalities in due course.

Ms Vailet Kowayi from SALGA presented on the Municipal Investment Competitive Index (MICI), which is a tool that was developed to better understand localised factors inhibiting business growth and dampening the overall business climate at the municipal level. She said the tool, unlike other similar indices available, goes beyond metropolitan municipalities, as it includes most municipalities in South Africa. The MICI's subindices include municipal enabling factors, infrastructure and service delivery, economic development, workforce and social environment, and red tape and efficiency costs. Ms Kowayi further highlighted that George, Stellenbosch and Drakenstein municipalities were ranked as the best-performing secondary cities in South Africa in their ability to attract and retain investment. She said that to encourage development, peer learnings across municipalities are planned based on the MICI results.

Governance and Intergovernmental Relations – 14

October 2022



In his opening remarks the Chairperson, Councillor Pophaim, provided feedback on the NEC engagement with Western Cape Municipalities in George, on 21 September 2022 and the Local Government Summit held on 27 -28 September 2022 in Gauteng. The Chairperson raised a concern on the absence of local government practitioners in any of the panel discussions at the summit. The Chairperson further expressed a deep concern on the continuous physical violent attacks on Councillors and requested SALGA to play a prominent role in addressing the Safety of Councillors.

Mr Steven Kenyon, from Provincial Treasury shared a presentation with members on the Determination of Local Government Equitable Share. In accordance with s227 of the Constitution, Local Government is entitled to an equitable share of revenue raised nationally to enable it to provide basic services and perform functions allocated to it. The Equitable share formula utilised, enables municipalities to provide basic services to poor households and enables a municipality with limited resources to afford basic administration and governance capacity and perform core municipal functions. The new formula compared to the previous one, gives more subsidy to rural municipalities than metros. The formula takes into cognisance the population and gets updated annually. Members of the working group expressed concerns on the reliability of data used to allocate equitable share to municipalities and argued that large portions of population might not be counted due to migration while municipalities also deal with issues of unfunded mandates.

Mr Michael Chauke from SALGA presented the review of Councillor Remuneration to members. SALGA has been Lobbying the Independent Commission which makes recommendations on the Upper Limits of salaries,

allowances and benefits of members of municipal councils. SALGA seeks to influence the Commission on the following:

- That the Notice be issued at the commencement of each financial year;
- All public office bearers including councillors be remunerated the same;
- Remove restrictions on capacity building programmes;
- Municipalities be funded from National Fiscus;
- Review the concurrence process required from MEC for Local Government;
- Grades 1 – 3 municipalities to receive the same remuneration, regardless of revenue and population;
- The highest earning councillor (Grade 6 Mayor) be benchmarked against Deputy Speakers of Provincial Legislatures or MECs;
- Compulsory Pension and Medical Aid benefits that does not result in additional cost to councilors be provided.

The working group proposed that the task team established in dealing with councillor remuneration should prioritise what is important and not attempt to address all issues at once as this could delay the progress. The working group further requested SALGA to advocate for the improvement of the upper limits for the benefits of councillors and challenge the applicability of the notice.

The Municipal Manager for Swartland Municipality, Mr Joggie Scholtz, shared a presentation on unfunded/underfunded mandates. According to Mr Scholtz, unfunded mandates and dysfunctional national and provincial departments pose a risk for local government and limits municipalities in fulfilling on the core mandate. The unfunded mandates mean that municipalities are obliged to provide public services for which they do not receive funds from the national government. Seven of eleven towns in Swartland receive electricity directly from Eskom. As a result, the municipality does not have an instrument to enforce payment for services rendered. The bulk of the debt owed to the municipality is in the Eskom supplied areas. The meeting noted the report made by the Swartland Municipal Manager on the implications of unfunded and underfunded mandates.

Development Planning and Rural Development Working Group – 14 October 2022

Ms Alison Tshangana, Head of Research and Market Intelligence Centre for Affordable Housing Finance in Africa, presented a series of housing studies for

intermediate cities on behalf of the Department of Environmental Affairs and Development Planning. Ms Tshangana stated that the overall context for the project is to support the development of inclusionary housing policy in Stellenbosch, Drakenstein, George and Mossel Bay municipalities. The research assists with the adoption of an evidence-based approach in developing and reviewing housing policies. The research assists municipalities with the understanding of residential property markets. The study may also be useful in other areas such as understanding development planning, settlements, local economic development and interaction between rural development and urban areas.



Mr. Zanoxolo Futwa, Specialist from SALGA, stated that there is no universal definition of rural development. Therefore, SALGA together with the Department of Agriculture, Land Reform and Rural Development (DALRRD) have developed their own working definition of rural development that is informed by several different perspectives. This is inclusive of various aspects such as geography (remoteness and low densities), lack or limited economic growth, limited social amenities, deteriorating infrastructure and limited-service delivery. Mr Futwa further lamented that rural development is a critical programme given that many people reside in rural areas in South Africa despite the rapid urbanisation. SALGA together with the DALRRD has developed the National Rural Development Framework, which seeks to enhance land, governance, roads, infrastructure, planning and development management across rural spaces. A Rural

Development Indaba will be held in February 2023 in KwaZulu Natal to roll out the Rural Development Framework.

A Researcher from the Human Sciences Research Council (HSRC), Mr Phila Dyantyi presented on the Innovation Mapping Exercise in the Karoo that was funded by the Department of Science and Innovation. The mapping involved investigating the extent of the availability of infrastructure that supports innovation. It also mapped out the key innovation actors in the region and investigated the nature and extent of the innovation in the Karoo. The municipalities in Central Karoo were assessed to determine the extent of innovation within their jurisdictions. On average the various municipalities scored low, which illustrates the need for additional support to foster innovation.

Mr Thomas Ayres, the Assistant Registrar from the DALRRD gave an overview of the Sectional Titles Amendment Bill. He shared the purpose of the Bill is to amend the Sectional Titles Act, 1986 (Act 95 of 1986). The amendments contained in the Bill aim to benefit sectional title developers, owners of sectional title units, as well as financial institutions - by, among other things, strengthening the rights of lessees in development schemes; by clarifying the rights of developers in respect of the subdivision, consolidation, and extension of units in sectional title schemes; and by providing for the consent of mortgagees in respect of leases of common property.



Public Transport and Roads – 14 October 2022

The Public Transport and Roads Working Group aimed at appraising and presenting to the members, an update on the proposed Extended Public Works Policy; providing feedback on the Devolution of Urban Rail function; providing an update on the Administrative Adjudication of Road Traffic Offences matter; as well as to provide an update on the National Land Transport Bill.

Mr Unathi Mntonintshi from SALGA informed members that the final draft of the Extended Public Works Programme Policy (EPWP Policy) was published for public comments on 16 September 2022. Several concerns have been raised by SALGA related to finances, reporting, human resources, and others. A request was sent to the Department of Public Works and Infrastructure and the extension for commenting has been granted until 15 November 2022. He emphasized that this is a very important piece of legislation for municipalities. Municipalities will be adversely affected by some of the policy proposals, and it is therefore critical for municipalities to comment on the bill. SALGA will communicate further requests for a consultation workshop and written inputs soon.



With regards to the Devolution of the Urban Rail function, Mr. Mntonintshi provided feedback from the previous sitting of the working group meeting and mentioned that the Steering Committee met on 30 September 2022 to discuss the devolution of the Urban Rail Function. Several items were discussed, including but not limited to: Restructuring of PRASA, Funding, Full or partial devolution, Capacity Building, Level of Service, Approvals by the Minister, Business case, Approval by the Railway Safety Regulator, and the constitutional view of what comes first. Assistance for municipalities or intervention.

Regarding Administrative Adjudication of Road Traffic Offences (AARTO), Mr. Mntonintshi shared progress on SALGA's efforts on the AARTO matter with the members. A legal opinion has been sought and the matter has gone before the National Executive Committee (NEC). The court date for the AARTO Judgement is set for 15 November 2022. Municipalities were encouraged to put in measures for effective revenue collection from fines.

The Parliament plenary report has been received from the Portfolio Committee and has been reviewed by SALGA. The Bill might serve before the National Council of Provinces where SALGA hopes to make inputs. There are two key concerns on the amended Bill, which are the issue of National contracting on behalf of municipalities and capacity and support for the local government before intervening.

Human Settlement and Urban Agenda Working Group – 17 October 2022



The Working Group on Human Settlement & Urban Agenda convened with the aim to present to the members of the working group an update on the proposed Unlawful Entry on Premises Bill as well as to share the Study on Informal Settlements and Municipal Case Studies. During this working group, Ms. Neo Molefe from SALGA informed members that the Department of Justice and Constitutional Development issued a public invitation for comments on the Unlawful Entry on Premises Bill on 12 August 2022. She said that the main purpose of the Bill is to repeal and replace the Trespass Act, No. 6 of 1959 (“the Trespass Act”) and to prohibit unlawful entry in premises.

“The Trespass Act has been identified as a piece of colonial / apartheid era legislation as it was originally designed to combat trespass, publications and conduct engendering hostility between certain population groups. The Trespass Act has therefore lost its relevance in our constitutional democracy”, said Ms. Molefe.

She further stated that the Bill aims to prohibit unlawful entry into premises and to provide for matters connected therewith. It provides for the offence of unlawful entry and the penalties to be imposed if a person is found to be guilty of the offence; the duty to inform an intruder of unlawful entry; the powers of the police and defenses to the offence of unlawful entry.

The Bill raises important concerns that impact municipalities, particularly issues relating to trespassing, unlawful land occupation and evictions.

SALGA Facilitated the following processes to enable municipalities to make their preliminary comments.

- i. Issued a circular requesting written comments
- ii. Facilitated a national consultation and received inputs from municipalities. (Received written comments from WC and George)
- iii. Tabled the inputs and the letter to be sent to the Department of Justice to NEC on 22 September 2022
- iv. Sent the letter and inputs to the Department of Justice and Constitutional Development

Some issues SALGA raised on behalf of municipalities were on:

- Definitions of a Lawful Occupier, Unlawful Entry, Premises
- Inputs to Sections of the Draft Bill (S3, S5, S7, S9)
- General comments (especially Prevention of Illegal Evictions Act (PIE Act) implications, Roles, and Responsibilities of Local Government)

SALGA is engaging to ensure the Bill goes through the National Council of Provinces. The department has not confirmed the Bill will go through the NCOP to date.

Mr. David Ali from the Department of Human Settlements presented an overview of Informal Settlements in Western Cape, the context, daily reality and the challenges and Living Conditions. He said there are over 1200 informal settlements in the Western Cape.

The backlog is estimated to be around 500 000 and it could take 50 years to meet the current backlog. He asserted that Community Based planning is therefore critical.

“The challenge the municipalities face is that Rapid Urbanisation is happening, and we need to change the implementation programme”, said Mr Ali.

He further shared information for Councillors and Municipal Officials on the departments’ support to communities, and internally for the municipality. The department has a dedicated Informal Settlements Grant

of R500 000 million annually. Municipalities were advised of the application process for grant funding. However, municipalities raised concerns and how the department could assist and support blocking, re-blocking, project processes, emergency structures guidelines, waiting list challenges, support for community engagement and facilitation. The department has committed to be available to assist with all the requests.

Environmental Management Climate Resilience Working Group – 18 October 2022

The Working Group received a presentation from Ms. Dorah Marema from SALGA National Office. Her presentation gave a brief overview on climate change planning tools and the importance of planning. She said that SALGA in partnership with engineering students from the University of Cape Town will lead the process of data collection for use in the development of climate action plans.

Furthermore, members were advised that the Climate Change Bill is presently presented to parliament, and once it is approved, municipalities will be required to conduct a needs assessment for Climate Change response, establishment of Climate Change Coordinating Forums and reporting of Climate Change response activities to the National Monitoring & Evaluation system set up by the Department of Forestry Fisheries and Environment (DFFE).

Mr. Sean O'donoghue from eThekweni Municipality shared a case study on the Quarry Road West informal settlement, and the Transformative Riverine Management Programme (TRMP). A geographic overview and background of the Quarry Road West Informal Settlement were given, sharing the images of the settlement before the floods in April 2022. Some notable impacts of the April 2022 flooding include the loss of over 400 dwellings, the death of one community member due to contact with illegal electricity connections and a loss of substantial land upon which dwellings were situated. The elimination of the loss of life due to flooding was due to the forecast early warning system (FEWS) that has been implemented in the city and in particular the informal part of the FEWS that is in place in the Palmiet Catchment. An introduction to the Transformative Riverine Management Programme (TRMP) was also shared. This is based on eThekweni Municipality's Sihlanzimvelo Programme which consists of an integrated watercourse management programme undertaken by the community.

A Business Case model for TRMP was developed, based upon a vulnerability assessment, riverine management models, green economy opportunities, regulatory

framework, development of a riverine management toolkit and conduction of a cost benefit analysis. Cases can be made for further implementation and upscaling of the TRMP. In the case of upscaling Sihlanzimvelo on Municipal Land, R1.00 spent yields R2.60 in municipal & societal benefits and the case of city-wide TRM, R1.00 spent yields between R1.80 to R3.40 in municipal and societal benefits.

Ms. Karen Shippey from the Department of Environmental Affairs & Development Planning presented on the intersectionality of gender & climate change. The link between recent climate emergencies/disasters and climate change was explored, showing that recent disasters were made more likely due to climate change, these included droughts, floods and extreme fire risks. Climate change also serves as a risk multiplier for vulnerable and marginalized groups. This significantly increases the severity of the existing gender issues in society.

“Gender equality requires rectification of the historic or systemic disempowerment of women and girls”, said Ms. Shippey.

Ms. Shippey further touched on gender issues in the South African context and these included gender inequality in economic terms, issues surrounding gender-based violence and femicide and gender discrimination in social policy. Members were informed of the obligations of South Africa toward woman's empowerment and gender equality. Suggestions on building gender into a positive municipal response are to include vulnerable and marginalised groups in engagement, understanding of pressure points – what gender needs and wants lie behind these pressure points, with these pressure points being economic disempowerment and the gender wage gap, urban interventions to actively enable violence prevention and vulnerability reduction, ensuring of net benefit. It was advised that gender should be included in the project cycle and be mindful of the tone and language used.

EMERGENCY SERVICES AND DISASTER MANAGEMENT – 18 October 2022



Mr Tshepo Mothale from SALGA National Office made a presentation on the Assessment Report regarding the Disaster Management, Fire and Emergency Services in municipalities. In the presentation, members of the working group were made aware of the shortage of Fire Engines in municipalities. Fire Engines formed part of Critical Emergency Resources within the municipal space and without it or limited availability of it can have a disastrous effect on people and infrastructures. It requires therefore, the development of contingency plans which must be integrated with the Disaster Management Masterplans. Proactive planning requires that municipalities must identify funding challenges with the focus on the impact of Climate Change. Attendees have also been made aware on the importance of volunteers to ensure the rendering of critical services. Capacity training to vulnerable rural communities was highlighted as an area of concern for support.

SALGA has submitted inputs on the position on the Draft Fire Services Bill. It highlights that each municipality must develop a Master Plan but most importantly the plan must

be adopted by the municipality. It therefore requires in practice that each municipality must align its plan within a provincial context but most importantly it must be aligned with the integrated plan of a municipality. SALGA views funding as the biggest challenge which must be addressed to redress related service delivery challenges.

Feedback was given on the progress with regards to the National Disaster Management Framework Review which highlights that a uniformed approach must be adopted within the municipal space to improving quick responses to Disaster Risk challenges. The Auditor General Report on Flood Relief therefore highlights that National, Provincial and Municipal Leadership efforts must be action driven which requires that they all must work together.

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