

ENHANCING AND OPTIMISING SERVICE DELIVERY AT LOCAL GOVERNMENT LEVEL

# BACK *to* BASICS

INDEPENDENT QUARTERLY MAGAZINE FOR LOCAL GOVERNMENT IN SOUTH AFRICA

Volume 12 // October/November 2025



## Zinzi Mphahlele

Board member of the Chartered Institute of Government, Finance, Audit and Risk Officers (CIGFARO) Limpopo Province

**Redefining Local Government Leadership**



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# Publisher's Note

In this edition, we take a closer look at , and review the most recently held 2025 Chartered Institute of Government Finance, Audit and Risk Officers(CIGFARO) 96<sup>th</sup> Annual Conference held in Durban under the theme “Reviewing the Fundamentals of Public Finance in a Changing World “

Over 1500 delegates from national, provincial treasuries, municipalities, professional bodies, academia and the private sector converged to chart a course toward fiscal integrity, institutional resilience and ethical leadership.

As we may all be aware,building integrity in public finance requires integration of financial discipline, visionary leadership and proactive resilience, which is a consistent message that emerged at the conference. We urge our colleagues to go back to their respective institutions and implement what they have grabbed and equipped themselves with out of this conference.

Furthermore, in alignment with our key content pillars of municipal Back To Basics program; Good Governance, Public Participation, Institutional Capacity, Sound Financial Management and Service Delivery, we had an opportunity to interact with, and hone in on the North West Provincial Government's ongoing Thuntsa Lerole program, with its

primary objective being to restore public confidence through integrated service delivery.

The programme, comprising of the Members of the Executive Council(MEC's), Municipal Mayors, senior officials and technical teams, work collectively to deliver services directly to the communities, this has proved to be very impactful and made a difference in the North West Province's communities lives. I would like to encourage other Provinces to adopt a similar approach and follow suit.

This edition carries stories of hope and resilience, I invite you to delve into the pages, explore the insights shared and join the conversation.

Lastly, and on behalf of the team at Back To Basics Media,I would like to take this opportunity to congratulate Mr. Michael Lerutla on his appointment as the new City Manager of City of Ekurhuleni Metropolitan Municipality. We wish him well.

Enjoy the read!

Lawrence Mofokeng  
Publisher & CEO  
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Congratulations  
ON YOUR APPOINTMENT

**Mr. Kagiso Michael Lerutla**  
City Manager  
City of Ekurhuleni



**Back to Basics Media** proudly congratulates Mr. Kagiso Michael Lerutla on his appointment as the new City Manager.

Mr. Lerutla, a Chartered Accountant CA(SA), brings over 13 years of management experience in public finance and governance. He previously served as the City's Group Chief Financial Officer (GCFO), where he led the City to three consecutive clean audits and strengthened its financial management systems.

Holding a BCompt and BCom (Honours) in Accounting, as well as an MBA, Mr. Lerutla embodies professionalism, ethical leadership, and excellence in service to the people of Ekurhuleni.

We look forward to his continued leadership in driving good governance, transparency, and performance across the City.

#CityofEkurhuleni #CoECouncilMeeting #Leadership  
#GoodGovernance #ExcellenceInAction #EkurhuleniRenewal



# Zinzi Mphahlele — Redefining Local Government Leadership:

“TRANSFORMING ACCOUNTABILITY, INNOVATION  
AND SERVICE DELIVERY IN SOUTH AFRICA’S  
MUNICIPALITIES”.

**Z**inzi Asnath Mphahlele is changing the way South Africa’s local government works — making public finance transparent, understandable and impactful for citizens.

Recently elected to the Board of the Chartered Institute of Government Finance, Audit and Risk Officers (CIGFARO) — South Africa’s professional body for public finance and risk management practitioners — she is at the forefront of championing operational excellence, ethical leadership, and citizen-centred governance.

Her journey from serving as the Municipal Standard Chart of Accounts (mSCOA) Champion at Polokwane Municipality to national leadership spans over 15 years of innovation, reform, and unwavering dedication.

Zinzi is known not only for her professionalism but also for her belief that transparent, accountable governance

can truly transform lives.

One of her signature contributions is the “R12 Analog,” a groundbreaking concept that translates municipal budgets into plain language for citizens, showing exactly how every rand collected delivers real services.

Developed through the National Treasury’s “From Your Pocket to the Public” initiative, it earned national media coverage on Ubuntu Radio and SA FM and recognition from the Government Technical Advisory Centre (GTAC) for its reform-driven impact.

Zinzi’s influence stretches beyond Polokwane. In 2025 alone, she addressed forums such as the CIGFARO Young Professionals Symposium and Future Cities Africa webinars, tackling municipal grant utilization, data integration, and mSCOA as a tool for smarter decision-making.

She also represented South Africa at

the Collaborative Africa Budget Reform Initiative (CABRI), advocating budget transparency and good governance across the continent.

Despite national recognition, Zinzi remains grounded in her “calling and classroom” at Polokwane Municipality, where she continues to drive data integration, financial accountability, and system-based decision-making — ensuring policy and technology work together to improve services on the ground.

Her story is one of passion meeting purpose. A leader who blends intellect, integrity and vision, Zinzi Mphahlele demonstrates that local government can deliver real change, restore public trust, and turn policy into measurable results.

As she steps into her CIGFARO Board role, she stands as a living example of what transformative leadership in public service truly looks like.







Delegates at the CIGFARO 96TH Annual Conference

# Cigfaro 2025 Annual Conference in Review

The 2025 Chartered Institute of Government Finance, Audit & Risk Officers (CIGFARO) Annual Conference, held in Durban under the theme “Reviewing the Fundamentals of Public Finance in a Changing World,” convened over 1,000 leaders from national and provincial treasuries, municipalities, SOEs, professional bodies, academia, and the private sector. The hybrid-format event aimed to confront systemic governance crises in South Africa and chart a course toward fiscal integrity, institutional resilience, and ethical leadership. Across the conference, a consistent message emerged: rebuilding integrity in public finance requires the integration of financial discipline, visionary leadership, proactive



Executive Mayor Cllr Cyril Xaba- eThekweni Municipality

resilience, and technology-driven governance. Sponsors, such as Standard Bank South Africa, emphasized the importance of public-private collabora-

tion in advancing these reforms. This article touches on the following critical aspects of public finance governance explored at the conference: Finan-



MEC for KZN COGTA- Thulasizwe Buthelezi, Media Personality Leanne Manas, Premier of KwaZulu- Natal Arthur Thamsanqa Ntuli, Dr. Emmanuel Ngcobo CIGFARO President, Lunda Asmani GFOA President and Executive Mayor Cllr Cyril Xaba- eThekweni Municipality.



Lunda Asmani GFOA President & Leanne Manas



Lance Joel from SALGA & Dr. Emmanuel Ngcobo CIGFARO President



Gciniwe Fakudze CEO Mbabane Municipality & Dr. Emmanuel Ngcobo CIGFARO President



Cheryl Reddy CIGFARO Past President & Vonani Chauke Deputy General of South Africa

cial Discipline; Leadership and Crisis Management; Resilience and Disaster Preparedness; Technology and Digital Governance; Integrated Governance; Public-Private Collaboration.

## Financial Discipline, core of Governance

Financial integrity remains the foundation of public trust. Zipho Mdluli of Bonakude Consulting emphasized that “UIFWE is not an accounting anomaly—it is a governance emergency.” Unauthorised, irregular, fruitless, and wasteful expenditure continues to drain billions annually, undermining service delivery and citizen confidence. In 2023/24, only 44 of 273

municipalities achieved clean audits, with KwaZulu-Natal, Gauteng, and the Eastern Cape remaining hotspots.

Despite these challenges, Mdluli highlighted that integrity is achievable. Municipalities that implement strong internal controls, enforce zero tolerance for non-compliance, and adopt digital procurement systems demonstrate that financial discipline can be institutionalized. She reaffirmed that “Strong financial management is the backbone of sound governance.”

## Leadership in Crisis

Even robust financial systems cannot substitute for effective leadership. Roland

Svensson of the Swedish Government Finance Officers Association asserted that “You have to be the one that shows the greatness of the team... the one that shows light in darkness.” Effective crisis leadership, he argued, requires emotional intelligence, lateral thinking, and the ability to inspire confidence rather than rely solely on authority.

Leaders must anticipate disruption, cultivate organizational culture, and demonstrate empathy to sustain morale. In South Africa’s volatile governance environment, ethical, adaptive leadership complements strong financial controls and is essential for sustainable reform.





KZN CIGFARO Branch Executives

### Resilience: Preparing for Crises

Leadership alone is insufficient if institutions are unprepared for crises. Mzwandile Hadebe of KZN COGTA framed fiscal governance through the lens of climate and disaster resilience. Reflecting on the 2022 floods that resulted in 59 deaths, displaced 80,000 people, and caused billions in infrastructure damage, he stressed that “Disasters are inevitable. Unpreparedness is not.” Municipalities are encouraged to integrate disaster planning into budgets and IDPs, leverage GIS mapping for early warnings, and strengthen intergovernmental coordination. Investing in prevention, capacity, and resilience proves both cost-effective and ethically responsible compared with reactive disaster recovery.

### Technology as a Governance Enabler

Technology enhances both leadership and financial management. Thina Naki of National Treasury reframed the Municipal Standard Chart of Accounts (mSCOA) as a business-wide reform rather than merely a financial tool. “Success demands champions who drive timelines, reject passive compliance, and embed reform into culture,” she stressed. Linking expenditure to IDPs and standardizing municipal processes strengthens oversight, transparency, and accountability. The Artificial Intelligence in Finance panel, led by Asma Sheik, highlighted AI’s potential to improve accuracy and efficiency. Chatbots, OCR invoice capture, predic-

tive analytics, and fraud detection can streamline operations, but only under disciplined oversight. Sheik cautioned that “AI can boost productivity and accuracy—but only under disciplined governance and human oversight.”

### Integration: Governance as a System

The conference highlighted that no single intervention suffices. Financial discipline, leadership, technology, and resilience must function as an integrated system. Fragmented reforms risk inefficiency and failure, whereas coherent alignment ensures sustainability, accountability, and public trust.

### Synthesis of Key Lessons

The 2025 CIGFARO Conference demonstrated that integrated action across finance, leadership, resilience, and technology is critical to rebuilding integrity in public finance. Unau-

thorised and wasteful expenditure is a governance emergency, effective leadership inspires and sustains reform, proactive disaster preparedness prevents avoidable losses, and technology enhances governance only when guided by disciplined oversight. Sustainable public finance emerges when systems, leadership, and ethics operate as a single, coherent framework, restoring trust, improving service delivery, and securing South Africa’s developmental future.

### Conclusion

Rebuilding integrity in public finance requires more than mere compliance; it demands disciplined systems, visionary leadership, ethical stewardship, and coordinated action across finance, technology, and resilience. Only through coherent, holistic governance can South Africa restore public trust, strengthen service delivery, and achieve sustainable developmental outcomes.



Esther Gumata CIGFARO Head Office & Head of Security representatives from the Premier’s Office



Delegates at CIGFARO 96TH Annual Conference Mayoral Welcoming Function



Delegates at CIGFARO 96TH Annual Conference Mayoral Welcoming Function



Delegates at CIGFARO 96TH Annual Conference Mayoral Welcoming Function



Nakisani Mathobo CIGFARO CEO & Big Zulu



Delegates at CIGFARO 96TH Annual Conference Mayoral Welcoming Function



Lunda Asmani GFOA President & Nakisani Mathobo CIGFARO CEO

## 2025 CIGFARO ANNUAL Conference Mayoral Welcoming Dinner in Pictures....



Delegates at CIGFARO 96TH Annual Conference Mayoral Welcoming Function



Delegates at CIGFARO 96TH Annual Conference Mayoral Welcoming Function



Munsoft Representative, CIGFARO Head Office Team & Big Zulu



Limpopo Branch Executives



# District Development Model: The Guide to an Inclusive Economy

The District Development Model has been viewed as the blueprint for the panacea to local government dysfunction, the structure of local government is an important area of focus. Largely, district and local municipalities which were carved out of the need for post-apartheid transformational spatial development, struggle to achieve the delivery of planning goals. In 2019, the South African government introduced the District Development Model (DDM), an innovative platform that will tackle poor coordination of service delivery in the local sphere. Upon its pronouncement, the District Development Model, more commonly known as DDM was regarded as one of the many policy imperatives embarked upon without meaningful inclusion and inclusivity of all communities.

The District Development Model was initiated by President Cyril Ramaphosa in his Budget Speech in 2019. Subsequently, the District Development Model was discussed and adopted by Cabinet, the 2019 Presidential Coordinating Council (PCC), the March 2020 extended PCC and various MINMECs. The President further said that building an efficient, capable and ethical state free from corruption was among his foremost priorities. Only a capable, efficient, ethical, and development-oriented state can deliver on the commitment to improve the lives of the people of this country.

Since its inception, government has been rolling out the District Development Model (DDM) to improve service delivery at municipalities across the country. The DDM is designed to address problems with service delivery



*Dr Darion Barclay: Head of Department of Co-operative Governance and Traditional Affairs*

by allowing all spheres of government, from local municipalities to national government, to work together in a more effective and coordinated way. This will help municipalities to better plan, budget and implement projects and programmes. It will also ensure that the work of municipalities is managed and monitored to keep it on track. Therefore, the model is a practical Intergovernmental Relations (IGR) mechanism to enable all three spheres of government to work together, with communities and stakeholders, to plan, budget and implement in unison.

## **In short, the objectives of the DDM are as to:**

- Coordinate a government response to challenges of poverty, unemploy-

ment and inequality particularly amongst women, youth and people living with disabilities.

- Ensure inclusivity by gender budgeting based on the needs and aspirations of our people and communities at local level.
- Narrow the distance between people and government by strengthening the coordination role and capacities at the District and City levels.
- Foster a practical intergovernmental relations mechanism to plan, budget and implement jointly in order to provide a coherent government for the people in the Republic; (solve silo's, duplication and fragmentation) maximise impact and align plans and resources at our disposal through the development of "One

- District, One Plan and One Budget".
- Build government capacity to support municipalities.
- Strengthen monitoring and evaluation at district and local levels.
- Implement a balanced approach towards development between urban and rural areas.
- Exercise oversight over budgets and projects in an accountable and transparent manner.

The intention of the Intergovernmental Relations Framework Act, 2005, (Act 13 of 2005) was to ensure both horizontal and vertical intergovernmental forums at national, provincial and local level. Such forums to function and operate as a multidisciplinary structure for cross functional planning, delivery and monitoring and evaluation of government programmes.

Poor intergovernmental coordination, the lack of local, provincial and national synergy over priority programmes necessitated the need for a District Development Model. In order for the State to function and perform optimally and effectively, every organ of State has to perform its core functions well and work harmoniously with other organs of State and with civil society.

The "pattern of operating in silos" is a challenge which has led "to lack of coherence in planning and implementation and has made monitoring and oversight of government's programme difficult." T

he consequence has been non optimal delivery of services and diminished development impact on the triple challenges of poverty, inequality and employment, hence the President in the State of Nation Address (SONA) called for the rolling out of "a new integrated district-based approach to addressing our service delivery challenges [and] localise[d] procurement and job creation, that promotes and supports local businesses, and that involves communities..."

The given emphasis to the District Development Model as a unique form of social compacting that involves all key players in every district and metro space to unlock development and economic opportunities, highlighting that "It builds the capacity of the state where it has been most broken."

The DDM calls for collaborative planning at district and metropolitan level together by all of government, on the basis of a detailed, technically driven consultative process within government and with communities and stakeholders; resulting in a single strategically focussed One Plan for each of the 44 districts and 8 metropolitan geographic spaces in the country.

The Model is very firmly based on analysis of previous and current initiatives to improve developmental Local Government and Cooperative Governance, wherein developmental change is shaped and owned at a local level in partnership with communities, citizens and social actors.

The community and stakeholder engagements towards the development of the Integrated Development Plan of a municipality should fully embed the principles of the DDM.

The successful functioning of Local Government is critical in this regard but insufficient on its own without more cohesive governance and overall government coordination and functioning. The Model is aimed at enhancing state capacity, institutional powers and functions which includes the ability to work in a cooperative manner so that there is greater cohesion and positive development impact.

The DDM model, whilst it largely provides an integrated collaborative all-inclusive government approach, some improvement across the three spheres of government has been realized but an all-inclusive approach to planning, budgeting and priority setting is largely

missing. It must be stated that the roll out of DDM in selected regions as pilots was criticized due to the demographics being different from region to region.

The model was built on lessons from previous and current initiative which include Project Consolidate, the Integrated Sustainable Rural Development Programme (ISRDP), the Urban Renewal Programme (URP), District level Planning and Implementation Management Support Centres, the Local Government Turnaround Strategy (LGTAS), and Back to Basics. All of which sought and seek to improve the quality of life for all through impactful delivery.

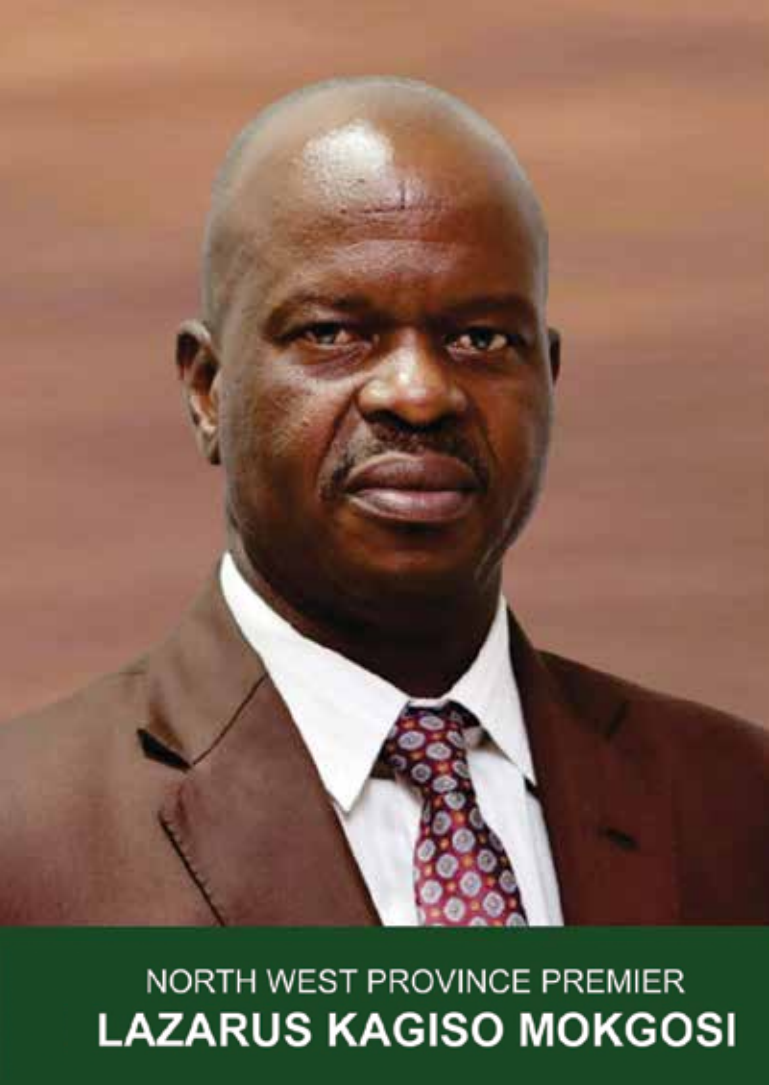
The model reflects on recent reforms and progress in areas such as the National Treasury budgeting processes, specially Built Environment Performance Plans (BEPPS) processes and alignment with Integrated Urban Development Framework (IUDF), all of which are facilitating for better spatial targeting and alignment of government investment spending with development priorities.

In Gauteng, for instance the approved Gauteng Spatial Development Framework aims to foster collaboration and spatial allocation of resources in areas where the need for services is the highest.

## **SALGA in its publication issued in March 2021 on lessons learnt from the eThekweni Metropolitan Municipality, OR Tambo and Waterberg District Municipalities outlined the following challenges:**

- DDM Roadmap is understood by few role players;
- The participation of sector departments (both national and provincial) is very
- inconsistent, leading to information gap;
- Excessive planning at baseline is not easy to coordinate; and
- Role ambiguity at local level.





DELIVERY AT LOCAL GOVERNMENT LEVEL

# Restoring public confidence through integrated service delivery: The North West's Thuntsha Lerole Phase 5

NORTH WEST PROVINCE PREMIER  
**LAZARUS KAGISO MOKGOSI**



The North West Provincial Government has entered a decisive phase in its quest to strengthen service delivery and rebuild public confidence. Through the launch of Phase 5 of the Accelerated Service Delivery Programme, Thuntsha Lerole, the provincial administration is intensifying hands-on interventions in municipalities to address persistent service delivery challenges and ensure government programmes translate into visible, measurable outcomes.

Anchored in the National Development Plan (NDP) 2030, the Thuntsha Lerole Programme represents a practical expression of the state's developmental vision — a government that works collaboratively, accountably, and transparently to meet the needs of its citizens. Premier Lazarus Mokgosi emphasizes that improving ser-

vice delivery requires a coordinated, whole-of-government approach that mobilizes all sectors of the provincial administration toward a shared developmental agenda.

Phase 5 builds on lessons from previous rollouts and deepens the programme's integrated model of governance. Rather than operating in silos, government clusters — comprising



Members of the Executive Council (MECs), Municipal Mayors, senior officials, and technical teams — work collectively to deliver services directly to communities.

Each cluster coordinates the efforts of departments and entities within its sectoral mandate, ensuring that resources, expertise, and accountability are jointly applied to address local challenges.

Departments use the performance targets set in their Annual Performance Plans (APPs) as the foundation for engagement with municipalities and State-Owned Entities (SOEs), ensuring initiatives are aligned with formal planning instruments and performance commitments.

## Premier Mokgosi on Budget Allocations and Accountability

In launching Phase 5, Premier Mokgosi reaffirmed that budget allocations



across all provincial departments must translate into tangible improvements in the lives of citizens. He emphasized that expenditure without visible outcomes undermines public trust.

“Our responsibility as government is not only to spend resources but to demonstrate measurable improvement in people's lives,” he stated. “Every rand allocated in departments such as edu-





Left to right: North West HoD for Transport and Community Safety and Transport Management, Dr. Hans Kekana, North West Premier Lazarus Mokgosi and Madibeng Local Municipality Mayor, Cllr Douglas Maimane interacting with officials on the exhibition stands in Fafung, Phase 5 of Thuntsa Lerole in the North West Province.

North West MEC for Social Development, Ms. Susanna Dantjie planting a tree at Latlha Patla Bakery owned by the elderly in Fafung, Madibeng Local Municipality.

North West Premier, Lazarus Mokgosi interacting with communities in Fafung, Madibeng Local Municipality during phase 5 of Thuntsa Lerole Programme in the Province.

MEC Susanna Dantjie seen educating the elderly and beneficiaries of Latlha Patla about other additional services offered by the Department of Social Development in the Province.



cation, health, and social development must yield visible results — improved infrastructure, better learning outcomes, reliable healthcare services, and sustained community development.”

This focus on outcome-based budgeting underscores the province's commitment to fiscal discipline, performance accountability, and citizen-centred governance. Departments are expected to integrate budget performance indicators with municipal service delivery priorities, reflecting a deliberate shift from input-driven administration to an impact-oriented governance paradigm.

### Ethical Leadership and Systemic Renewal

Phase 5 forms part of a broader systemic renewal in the North West Provincial Government — one that seeks to



institutionalize ethical leadership, meritocracy, and accountability as foundations for sustainable governance. The real success will be measured by how effectively we restore public confi-

dence through consistent, ethical, and results-driven service delivery.”

Premier Mokgosi echoes this sentiment, noting that ethical and compe-

tent leadership is the backbone of an effective developmental state.

The current wave of appointments and reforms signals a move away from personality-driven governance toward a leadership-centric model, where institutions, systems, and capable professionals collectively drive outcomes.

This approach aligns with the National Framework for the Professionalisation of the Public Sector (2022), which seeks to depoliticise administrative appointments, strengthen capacity, and build a high-performing, ethical, and accountable state machinery capable of delivering on NDP 2030 objectives.

### Empowering Citizens and Promoting Accountability

Beyond service delivery, Thuntsha



Lerole has evolved into a platform for citizen empowerment and feedback. Phase 5 includes public ex-

hibitions to showcase services and educate communities on accessing them.





These exhibitions enhance awareness and demystify government processes, enabling residents to become informed participants in local development. Community feedback sessions allow citizens to report on services, share concerns, and engage directly with leaders. This two-way dialogue reinforces citizen-centric governance, ensuring that communities are active partners in shaping development outcomes.

Thuntsha Lerole is therefore as much about rebuilding trust as it is about delivering services — restoring the legitimacy of the state through responsive and accountable governance.

### A Renewed Social Compact

Thuntsha Lerole's integrated approach marks a shift from reactive problem-solving to proactive, systems-based governance. By institutionalising mechanisms for coordination, monitoring, and citizen engagement, the North West Provincial Government is transforming service delivery into a continuous cycle of planning, implementation, feedback, and improvement.

Premier Mokgosi's administration is advancing a governance ethos that prizes collective accountability, institutional coherence and ethical leadership over fragmented, personality-driven approaches.

This systemic orientation strengthens the province's capacity to anticipate challenges, respond swiftly to community needs and measure progress through verifiable outcomes.



Phase 5 demonstrates that policy commitments in the NDP 2030 and the National Framework for the Professionalisation of the Public Sector can be meaningfully translated into practice. Coordination, accountability, ethical leadership, and citizen participation are now operationalised through measurable actions on the ground. This marks a decisive shift

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Date: 31 October 2025

Dear Honourable Premier

I hope this letter finds you well.

This letter serves to appreciate the manner in which your office, Ngaka Modiri Molema District, handled my complaint against Tswaing Local Municipality regarding delayed payment for catering services provided during the Thuntsha Lerole event at Majeng Village.

I was particularly impressed that the Director from the Mahikeng Head Office took the initiative to travel to attend to my complaint personally, as I did not have the financial means to travel to their office. This gesture demonstrates the commitment of your office to ensuring that citizens' concerns are heard and addressed, regardless of their financial circumstances.

Thank you for your office's dedication to serving the people and for holding municipalities accountable.

Yours sincerely,  
Palesa Ramokadi



**Officials of the Department of Human Settlements in the North West Province manning their stand as they took services to the community of Fafung in Madibeng Local Municipality**



iting and community feedback — signals a new era of evidence-based governance in the North West.

The restoration of public confidence emerges as both the outcome and the moral compass of this renewal. Each successful intervention, every visible improvement in services, reinforces state legitimacy and strengthens the bond between citizens and government.

In essence, Thuntsha Lerole is not merely a programme — it is a policy-to-practice movement demonstrating how ethical leadership, professionalised administration and citizen partnership converge to rebuild trust and deliver lasting developmental impact.

# MEC Molapisi launches Human Settlements MUNIMEC to Strengthen Collaboration and Tackle Housing Challenges

**R**ustenburg - MEC for Cooperative Governance, Human Settlements and Traditional Affairs (COGHSTA), Gaoage Oageng Molapisi officially launched the Human Settlements MUNIMEC for the 7th Administration at Rustenburg.

Addressing the launch MEC Molapisi highlighted that "MUNIMEC forum is established in line with intergovernmental relations framework, and will sit on a quarterly basis as an important platform for the provincial department and local government to share information and discuss challenges confronting the sector".

### Key objectives of the MuniMEC include:

- **Strengthening Coordination:** Aligning Integrated Development Plans (IDPs) and Spatial Development Frameworks (SDFs) under the District Development Model
- **Unblocking Delivery Obstacles:** Addressing issues like land acquisition, delayed project approvals, and infrastructure backlogs.
- **Assigning Responsibilities with Timeframes:** Ensuring action-oriented outcomes with clear accountability
- **Fostering Innovation and Partnerships:** Engaging private sector partners, exploring alternative building technologies, and promoting municipal collaboration

and sanitation, and also keep community leaders updated on plans and challenges relating to the department".

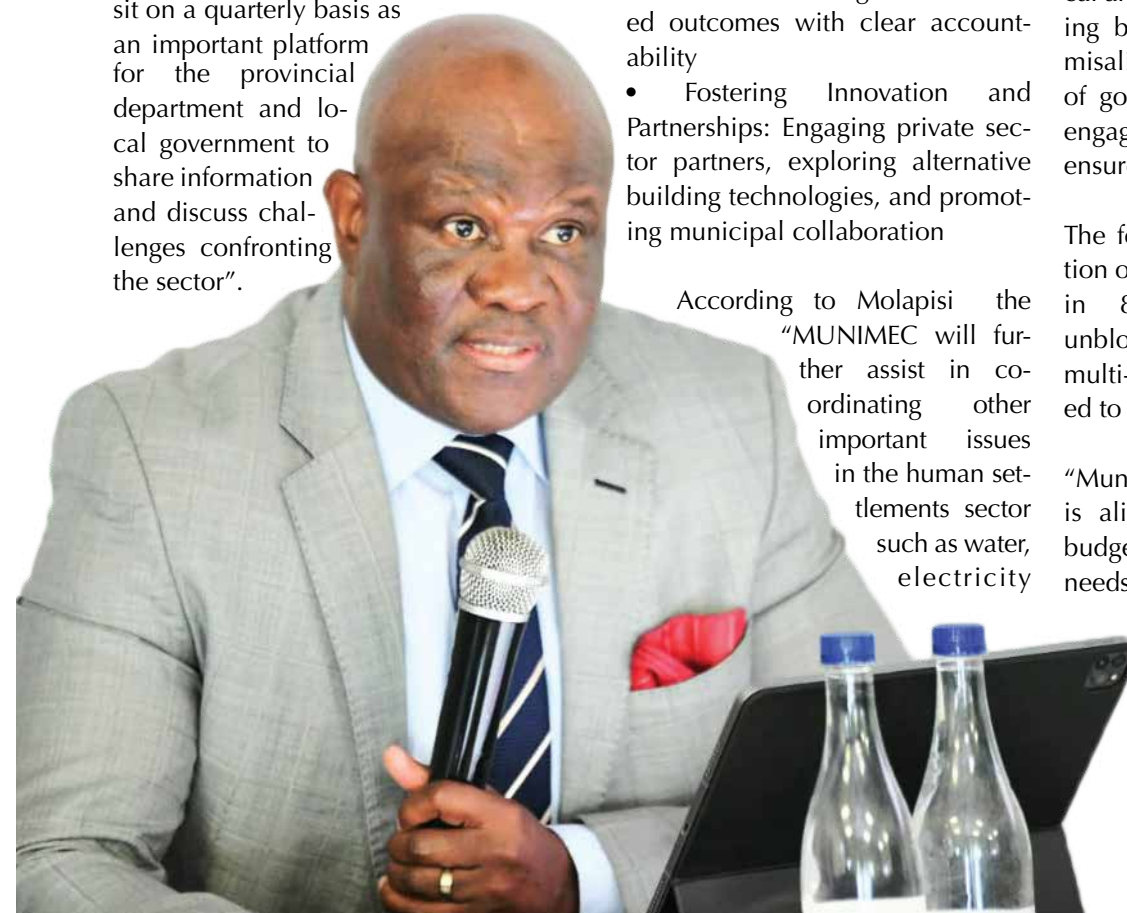
The meeting convened by the MEC was attended by Executive Mayors and Mayors, Members of the Mayoral Committee (MMCs), Municipal Managers and other stakeholders within the human settlements value chain.

MEC Molapisi also acknowledged fiscal and operational challenges, including budget cuts, project delays, and misaligned planning between spheres of government. He called for honest engagement and greater oversight to ensure delivery targets are met.

The forum welcomed the reprioritisation of the department's budget wherein 80% will be allocated towards unblocking of blocked projects and multi-year projects ; and 20% allocated to new projects.

"Municipalities must ensure that there is alignment between planning and budget processes in identifying the needs of communities. We must use this forum to monitor and evaluate projects implemented in our local municipalities" concluded Molapisi.

**MEC Gaoage Oageng Molapisi launching MUNIMEC in Rustenburg**





# Truvelo Africa Electronics Division (Pty) Ltd

Truvelo Africa Electronics Division (Pty) Ltd, established in 2014, is a 100% black-owned company. Directed by Mr. TI Mukosi, the company specialises in innovative traffic law enforcement technologies, serving South Africa, Africa and global markets. Under the ownership and stewardship of Mr. Immanuel Mukosi, the company owns an intellectual property of the old Truvelo Electronics Manufacturers, and now fully owns Truvelo Traffic division.



Chairman and CEO of Truvelo Africa, Mr. Immanuel Mukosi

The company supply speed cameras to the police/traffic departments within all the three spheres of government in South Africa, National, Provincial and at Municipal level as well State Owned Entities. Truvelo Africa has also further expanded beyond South African borders with a footprint in the entire African continent and also serves global markets.








Furthermore, In assisting its clients with revenue enhancement, the company has just recently opened its own in-house call centre, operating fully from its premises to assist its clients with revenue collection.

Specializing in comprehensive solutions, Truvelo Africa provides state-of-the-art Speed Measuring Equipment and Back Office Management Systems. Our core operations include the design, development, manufacturing, installation, servicing, and marketing of the Truvelo range of traffic enforcement and vehicle data collection equipment. Our products are primarily used by police and traffic departments, government law enforcement agencies at local and state levels, civil

engineers, road construction entities, and now extend to home security and estate management. Truvelo Africa has met all the necessary type approval standards for traffic law enforcement systems and holds SANAS accreditation as a calibration laboratory for speed measurement equipment. We are NRCS type approved

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- MetroCount 5600 Unit - Vehicle Classifier System
- TruSign Speed Display Unit
- Motorcycle Skills Testing Unit
- Handheld Devices
- BodyWorn Cameras
- Laser Distance Sites
- Argus
- Moving Violations Recorder (MVR)
- ANPR - Automatic Number Plate Recognition System
- Traffic Contravention Management System - Full Back Office System

Company Timeline					
2014		Truvelo Manufacturers (Pty) Ltd owned 49% and Truvelo Africa Electronics Division (Pty) Ltd owned 51%	2023		Introduced Truvelo ANPR / Kombi and K78 Roadblock Trailer
2018		Truvelo Africa Electronics Division (Pty) Ltd purchased 49% shares from Truvelo Manufacturers	2024		Purchased new Commercial Building at 33 Tsessebe Crescent, Corporate Park South, Randjespark, Midrand, 1685
2021 (13 January)		Truvelo Africa Electronics Division (Pty) Ltd became Independent from Truvelo Manufacturers	2025		Awarded first Metro contract with Mangaung Metro Municipality (Bloemfontein), Opening of Training and Call Centre and FNB Soccer Stadium Suite, Latest NRCS Type Approval
2021 (13 February)		Acquired Intellectual Property (IP) Globally from the liquidators of Truvelo Manufacturers Mr. Thabelo Immanuel Mukosi became the sole owner of the IP			Company has grown to 33 employees

## Our product



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www.matlosana.gov.za



## MATLOSANA ON THE RISE: CONFIDENCE AND COMMUNITY UPLIFTMENT

### City of Matlosana – Local Economic Development Directorate

The City of Matlosana is undergoing a remarkable socio-economic transformation—one rooted in renewed leadership, strengthened governance systems, and bold partnerships that are repositioning the municipality as a centre of growth, innovation, and community empowerment. Over the past year, Matlosana has intensified its focus on service delivery fundamentals while simultaneously unlocking high-impact investments that uplift communities and stimulate long-term economic development.

From energy security initiatives to SMME empowerment, tourism revitalisation, community infrastructure, and strengthened stakeholder participation, the city is demonstrating that municipal renewal is not only possible, but already underway.

- Procurement and subcontracting opportunities for SMMEs
- Skills development and training for young people
- Long-term revenue for the municipality
- Community upliftment programmes funded by developers

To ensure accountability and inclusive distribution of opportunities, the municipality has established a Project Stakeholder Steering Committee comprising municipal leadership, developers, business forums, ward councillors, and community representatives. This structure guarantees transparent coordination and fair access to opportunities.

These renewable-energy partnerships also contribute to the national energy transition, supporting energy stability and reducing load-shedding pressure—directly improving quality of life for communities.

### Strengthening Local Economic Development and SMME Support

Matlosana continues to prioritise the growth of local enterprises as a catalyst for job creation. Recent initiatives include:

- Training 30 SMMEs in partnership with Nedbank on financial management, tendering, and business planning.
- Establishing structured SMME development programmes aligned with municipal procurement opportunities.
- Launching township-based initiatives such as entrepreneurship days, flea markets, and cooperative development sessions.

The municipality is mainstreaming SMME support into its LED strategy, recognising that thriving local businesses are the backbone of economic sustainability and community livelihoods.

### Tourism, Marketing and City Branding for a Modern Matlosana

A revitalised tourism and marketing strategy is positioning Matlosana as an attractive leisure, events and investment destination. Under the Marketing & Tourism Unit, the city has implemented:

- A new municipal brand identity and outdoor advertising

## A CITY RECLAIMING GROWTH,

system geared toward revenue generation.

- Promotion of local heritage assets including Pelsers Airport, mine tourism trails, local arts, and sports tourism.
- Strengthened partnerships with the North West Tourism Board, DEDECT, and private tourism operators.
- Youth tourism ambassador programmes and community-driven events to revive township tourism economies



These efforts aim to bring more visitors into the city, stimulate hospitality and retail sectors, and create diversified income streams for local entrepreneurs.

### Infrastructure Improvements and Community Safety Initiatives

Recognising that service delivery remains the heart of municipal performance, Matlosana continues to implement Back-to-Basics principles through:

- Upgrading critical infrastructure, including roads, waste management systems, and public facilities.
- Supporting Safety & Security initiatives through planned CCTV installations in CBDs, with partnerships through Social Labour Plan (SLP) funding.
- Enhancing transport infrastructure, including engagements around taxi rank accessibility and commuter safety improvements.

These initiatives are aligned with council priorities and community needs, ensuring that development is both people-centred and sustainable.

### Community Participation and Accountable Governance

One of the most transformative aspects of Matlosana's progress is the strengthened relationship between the municipality and its communities. The city has improved:

- Ward-based engagements and community reporting.
- Stakeholder coordination platforms that bring together businesses, civil society, and government.
- Transparent communication through media briefings, public notices, and integrated community engagement programmes.

The municipality's leadership has emphasised that Matlosana is "open for business"—working hard to improve turnaround times, streamline development approvals, and enhance investment readiness.

### A City Moving Forward With Purpose

The story of Matlosana today is not one of challenges, but of meaningful progress. Through strategic partnerships, strengthened governance, infrastructure investment, and intentional support for local economic development, the municipality is proving that transformation is possible when leadership, communities and partners work toward a shared vision.

As Matlosana continues to rise, its focus remains unwavering: creating jobs, attracting investment, empowering communities, and building a sustainable future for all who call the city home



For More information:  
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### Restoring Confidence Through Sustainable Energy Investments

In November 2025, the City of Matlosana announced one of the largest renewable-energy investment portfolios in the North West Province—confirming partnerships with four major solar developers: Scatec, Mulilo, OPEG Energy, and Naos PV (SOLA Group). Together, these projects signal a turning point for local development and investor confidence

According to the Executive Mayor, these projects represent a new era of economic revitalisation, offering:

- Hundreds of job opportunities for local residents



# Revenue enhancement programme implemented by JB Marks Local Municipality

## Electrification of Informal Settlements

The JB Marks Local Municipality continues to proactively engage with the Department of Electricity and Energy (DEE) through the consistent submission of funding applications for the electrification of newly proclaimed settlements.

These applications are subject to DEE's review process, and funding allocations are determined based on the availability of resources.

As per the DEE's current guidelines, the cost of a single electricity connection is R18,000. The total value of the approved electrification project currently stands at R5,490,000.00.

It is important to emphasize that this project was neither influenced by nor a reaction to any protest action. Rather, it forms part of the Municipality's long-term strategic infrastructure development plan.

The initiative is fully funded by the Department of Electricity and Energy, reflecting a collaborative effort to improve service delivery and support sustainable community development.

## Project Progress and Implementation Status

The Municipality has made significant strides in the implementation of electrification projects across various areas. The status updates are as follows:

- **Tshing Ext 10:** Electrification com-



A Team of JB Marks Local Municipality Electricians connecting electricity in the informal settlements

- plete – 1,378 connections
- **Tshing Ext 9:** Electrification complete – 136 connections
- **Boikhutso:** Electrification complete – 85 connections
- **Ikageng Ext 7:** Electrification complete – 72 connections
- **Ikageng Ext 3:** Electrification complete – 72 connections
- **Klipdrift:** Electrification completed (114 connections); awaiting Eskom for energization
- **Promosa Ext 2:** 106 of 305 connections completed; remainder scheduled for completion by next week
- **Ikageng Ext 7 Sports Ground:** 49 of 59 connections completed; remain-
- ing 10 to be finalized next week
- **Ext 7 Snake Park:** Nearing completion – 159 total connections; final connections pending arrival of ready boards and Airdac cable
- **Boikhutsong:** Electrification underway – 95 connections; expected to be completed imminently
- **Ext 11 TPA:** Electrification in progress – 35 connections; finalization scheduled for next week pending delivery of Airdac cable
- **Ikageng Ext 6 (Mogolodi and Sarafina Road):** Electrification of 138 connections scheduled to commence during the week starting 11 August 2025

## Progress Registered on Profiling of Informal Settlements within the Jurisdiction of JB Marks Local Municipality

No.	Informal Settlements that have been Profiled Already	Total Households (Profiled)
1	Ikageng Ext 9 Stands	383
2	Ikageng Ext 9 A	127
3	Ikageng Ext 9 B	118
4	Ikageng Ext 9 C	131
5	Ikageng Ext D	142
6	Ward 4 Informal Settlement	60
7	Ward 16 E Informal Settlement	420
8	Promosa Ext 4	728
9	Ikageng Ext 12 Sonderwater (Hashtag)	1219
10	Ikageng Ext 12 Sonderwater (B)	487
11	Ikageng Ext 12 Sonderwater (C)	362
12	Ikageng Ext 12 Sonderwater (E)	411
13	Mooiadassie Informal Settlement	375
14	Promosa A (Ward 17)	281
15	Promosa B & C (Ward 17)	90
16	Ikageng Ext 13 (Zakhele)	2035
17	Freedom Square (Ward 19)	1432
18	ZZ Informal Settlement	303
19	Promosa Hillside	212
20	Promosa Hillside Portion 2	134
21	Klipdrift Informal Settlement	114

No.	Informal Settlements to be Profiled	Households (to be Profiled)
1	Ikageng Ext 6 Erf 9813	Profiling to be conducted soon
2	Ikageng Ext 7 Erf 12552	Profiling to be conducted soon
3	Marikana Informal Settlement	Profiling to be conducted soon
4	Serope Informal Settlement	Profiling to be conducted soon
5	Ramekwa Informal Settlement	Profiling to be conducted soon
6	Rockville Informal Settlement	Profiling to be conducted soon
7	Wrong Turn Ext 7	Profiling to be conducted soon
8	Sokweba Informal Settlement	Profiling to be conducted soon
9	Promosa Ext 5 Informal Settlement	Profiling to be conducted soon
10	Promosa (Ext 3) Informal Settlement	Profiling to be conducted soon

## Installation of Pre-paid Split Meters in Ventersdorp and Revenue Generation

The JB Marks Local Municipality, through its Electrical Section, has commenced the installation of pre-paid split electricity meters in Ventersdorp. This initiative forms part of a broader Revenue Enhancement Programme aimed at improving billing accuracy, reducing electricity theft, and enhancing overall revenue collection.

A total of 3,150 split meters were procured by the Municipality, with deliveries received and installation activities already underway. On Saturday, 8 March 2025, Members of the Mayoral Executive Committee officially launched the Revenue Enhancement Programme in Ventersdorp, following a resolution passed by the Municipal Council.

## Phase One: Meter Audits and Enforcement

The initial phase of the programme focused on conducting meter audits, particularly targeting businesses and councillors' properties in the Ventersdorp region. During the audit, a total of 213 meters were inspected. Of these, 29 meters were found to have been tampered with or by-passed.

As part of enforcement measures, power supply to these properties was disconnected, and a penalty fee of R19,977.10 was levied for each by-passed meter. Restoration of electricity supply was made contingent upon full payment of the fine. Some residents and business owners have complied and have since been reconnected, while others remain disconnected due to non-payment. In addition, 155 pre-paid meters were installed during this phase to replace faulty units and those found to have been bypassed.

## Phase Two: Residential Installations and Infrastructure Upgrades

Preparations for the second phase of the programme are currently in progress. The Department had placed orders for:

- 500 Pole Top Boxes
- 500 Ready Boards
- 50 Smart Maximum Demand Meters

Pole top boxes have already been delivered, and the Department is now awaiting the arrival of the ready boards to proceed further.

The next phase will focus on installing meters for residential customers, espe-

cially where current installations consist of combined (non-split) pre-paid meters placed inside homes.

These types of installations pose challenges in monitoring and preventing tampering, as the meters are easily accessible. To address this, the Municipality will deploy six-way pole top boxes, which allow for the installation of up to six split meters per box mounted on electricity poles.

This infrastructure upgrade enhances security and reduces the likelihood of tampering. Customers will then be equipped with ready boards that allow safe connection of appliances and include earth leakage protection for improved safety.

In some cases, where households already have compliant internal distribution boards (DB boxes), the installation of additional ready boards may not be necessary. As a result, installations for selected residential customers have already begun on a gradual basis.

The introduction of split pre-paid meters in Ventersdorp marks a significant step forward in the Municipality's commitment to revenue protection, service delivery improvement, and infrastructure modernization.

The JB Marks Local Municipality remains committed to ensuring fair billing practices, reducing non-technical losses, and delivering a more sustainable and efficient electrical service to its communities.



Electrification of informal settlements in progress by JB Marks Local Municipality



# OS Holdings drives efficiency in local government through technology

In the fast-evolving landscape of technology-driven governance, OS Holdings stands out as a vital player in South Africa's public and private sectors.

Founded over a decade ago, this process-driven software development and consulting firm focuses on automating business processes for medium to large organisations.

OS Holdings' team consists of licensed professionals, including adept accountants, astute business analysts, proficient project managers, and skilled developers. Leveraging its accounting expertise, it aligns with its client's financial objectives and successfully deploy accountants to implement and provide training on relevant systems.

Basically, OS Holdings is a one-stop shop for financial, management, and cost accounting, supply chain management, distribution, manufacturing, warehouse management, human talent management, POS, custom solutions, and customer relationship management.

Its main service offering revolves around Sage Enterprise Resource Planning (ERP) systems, optimising local government operations through solutions tailored for financial management, payroll, human resources, and business process automation.

One of the standout features of OS Holdings' services is its comprehensive Municipal Standard Chart of Accounts



**Nomsa Nteleko: Chief Executive Officer**

(mSCOA) solution. Founder and CEO, Nomsa Nteleko, says this offering not only caters to the specific financial management needs of municipalities but also ensures compliance with the myriad of legislative requirements facing local government officials.

"We provide a full suite of mSCOA, a solution that caters for municipal financial management and internal controls. This opportunity allowed us to develop a number of systems that

are easy to use for local government officials while ensuring compliance to legislation," Nteleko says.

"Our approach is ensuring that officials are empowered to use technology."

Among the many initiatives deployed to enhance municipal functionality are a range of innovative applications. These include a Billing and Revenue Management System, end-to-end eProcurement with CSD integration, an AI-driven Con-

tract Management system, and a Conversational Artificial Intelligence App designed for citizen engagement.

Nteleko says that by empowering municipal officials with easy-to-use technologies, OS Holdings reduces their dependency on external consultants, thereby fostering a more self-sufficient public sector.

These tools specifically address challenges outlined in the Auditor-General's annual audit reports, including effective supply-chain management and revenue collection—issues that have historically plagued municipalities.

Nteleko says OS Holdings has played a crucial role in enhancing supply-chain management. By streamlining procurement and ensuring compliance with supply-chain regulations, she says municipalities can avoid paying for services that were never rendered and can manage supplier performance with greater efficiency.

"The combination of our procurement and contract management system resolves many of the issues like fruitless and wasteful expenditure, it also streamlines procurement processes, reducing inefficiencies and ensuring compliance with supply-chain regulations," Nteleko says.

"In many instances, municipalities would pay for services not properly rendered and there has been no mechanisms to manage supplier performance. Our solution provides the repository of all municipal contracts, expiry dates, contract values etc... This helps curb the challenge of illegal contracts, manages the suppliers KPIs and expenses, enables a transparent tender management with our supplier portal. We believe technology buys officials time back from their unmanageable work and calendars."

At OS Holdings we also specialise in project management, equipping mu-

nicipalities with the tools they need to streamline operations and align with mSCOA requirements. With the new processes it's vital for municipalities to reengineer their current processes to meet new requirements. This skill is lacking in many of our municipalities. Our team provides expert guidance in reengineering workflows and establishing dedicated mSCOA committees.

"OS Holdings has navigated several challenges since its inception, including funding technology development, adapting to continuous legislative changes, and addressing the shortage of skilled professionals in South Africa's tech sector. Despite these hurdles, the company has remained resolute in simplifying mSCOA compliance and ensuring municipalities have efficient financial management systems," Nteleko says.

## Key achievements include:

- Successful mSCOA implementations that have improved financial accountability in local government.
- Building strong partnerships with clients and stakeholders who align with OS Holdings' vision.
- Commitment to skills development, particularly in local government technology, to combat unemployment among South African graduates.
- Client round tables and active participation at CIGFARO, reinforcing its role as a leader in municipal financial solutions.

"The company's dedication to innovation, compliance, and empowerment continues to drive its impact in the sector," Nteleko adds.

With a strategic expansion plan, OS Holdings has made notable strides beyond its roots in Gauteng, establishing a new office in Durban to further serve municipalities and state-owned entities in KwaZulu-Natal. Nteleko says this growth strategy is centred around regional scalability, strategic partnerships, and innovative AI-driven solutions.

"A key component of this strategy is the Citizen Management Solution, developed with machine learning and conversational AI, developed by Amathuba AI. This solution enhances municipal service delivery by enabling real-time citizen engagement, automated query resolution, and data-driven decision-making," she says.

"By integrating AI, OS Holdings ensures municipalities can streamline operations, improve financial accountability, and enhance governance efficiency."

In its quest to drive compliance and governance efficiency, OS Holdings continues to refine its mSCOA-compliant ERP systems and contract management solutions, keeping pace with ever-evolving regulatory demands. This emphasis on technology innovation and talent cultivation positions OS Holdings at the forefront of the municipal solutions sector, spearheading a new era of efficient, accountable, and citizen-centric governance.

"This approach positions OS Holdings as a leader in AI-powered municipal solutions, driving efficiency, compliance, and citizen-centric governance," Nteleko says.

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# Midvaal recognised as best performing Municipality in Gauteng



**M**idvaal Local Municipality has been named the best-performing municipality in Gauteng at the inaugural 2025 Municipal Performance Awards. The awards are hosted by the South African Property Owners Association, in partnership with Ratings Afrika and the Banking Association of South Africa (BASA). They recognise financial health, excellence in governance, fiscal discipline, and service delivery within municipalities. Midvaal received the Best-Performing Municipality Award in Gauteng, in recognition of its contribution to the property industry in the area of municipal sustainability.

The Executive Mayor remarked, “Midvaal is honoured to receive this recognition and award. This achievement would not have been possible without our dedicated staff members and public representatives who work tirelessly, not only to ensure compliance with legislation, but also to serve and uplift our communities while driving sustainable growth and development. I also want to thank our residents who continue to maintain regular payments of their rates and taxes, ensuring that Midvaal remains sustainable.” Midvaal Local Municipality remains committed to being a beacon of good governance, sound financial management, and excellent service delivery.



## Midvaal shines with three awards at the COGTA National Good Governance Awards

**M**idvaal Local Municipality has once again demonstrated excellence in governance and financial management, receiving three awards at the National Good Governance Awards. The awards were hosted by the Department of Cooperative Governance and Traditional Affairs (CoGTA) as part of the annual Local Government Indaba (LGA). Midvaal was honoured with an Outstanding Achievement Award for achieving clean audits and adopting funded budgets for ten years or more. The municipality also received an out-

standing achievement for receiving clean audits for more than ten consecutive years. In addition, Midvaal was awarded a Certificate for achieving a clean audit outcome for the 2023–2024 financial year. These awards reaffirm the municipality’s commitment to financial accountability and responsible fiscal planning. They also demonstrate that, despite recurring poor audit outcomes in many municipalities, sound financial management and ethical leadership are possible in local government. The Executive Mayor, Alderman Peter Teixeira, once again recognised the collaborative efforts of municipal workers,

public representatives, and the broader Midvaal community. He stated, “None of these accolades would be possible without the continued efforts of our dedicated workforce, the political oversight provided by public representatives, and the support of our communities. Good governance is possible when you appoint qualified and fit-for-purpose individuals to occupy positions, and when public representatives have the political will to turn things around and make municipalities work.” Midvaal will continue to uphold the highest standards and remain a beacon of good governance and excellent service delivery.





# Mogale City takes a giant step to revitalize the inner city

**T**he inner city of Krugersdorp faces several critical challenges, including urban decay, neglected and aging infrastructure, and deteriorating buildings.

What was once the heart of the metropolis, the historic Central Business District (CBD), is now marked by instability, illegal land use, safety concerns, underutilized public spaces, and a growing homeless population, all of which continue to fuel its decline.

To reverse this trajectory, the municipality secured grant funding from National Treasury to support the development of the Krugersdorp CBD Precinct Plan, originally approved in 2017.

This comprehensive plan outlines targeted interventions designed to bring new economic and social life to the CBD, fostering an environment that attracts both public and private investment while reinforcing the city's distinct character and identity.

## Laying the foundation: The CBD Sub-Precinct Programme

As a key component of the broader revitalisation strategy, the CBD Sub-Precinct Programme marks the first stage in implementing the Precinct Plan's vision. This sub-precinct focuses on a northern portion of the CBD, anchored by several key sites: the under-construction Mogale City Civic Centre, the recently completed once-infamous taxi rank, the existing President Square Shopping Centre, and the old Bob van Reenen Stadium site.

Funded through National Treasury as part of the Neighbourhood Development Partnership Programme, the Sub-Precinct Programme aligns with national development priorities, particularly the goal of addressing spatial inequality - a central pillar of South Africa's National Development Plan.

## A Civic Centre with a historic legacy

At the heart of this transformation stands the historic Municipal Civic Centre - a National Heritage Site

originally designed by architect Chris Hosking in 1907, with later extensions in 1985 by Wilhelm Meyer.

While the building remains a cultural and architectural landmark, it no longer meets the partial and functional needs of Mogale City's growing administration. Currently, municipal offices are scattered across multiple rented buildings including IEC, Elleries and other buildings resulting in inefficiencies and annual rental costs exceeding R 2.7million.

Studies show that at least 30 000 m<sup>2</sup> of additional net office space is required to consolidate municipal functions and improve service delivery. By centralising key municipal departments in a single modern

facility, residents will no longer need to move between multiple offices to access basic services. This "one stop" model brings departments closer together, improving coordination, reducing turnaround times, making it easier for residents to resolve queries in one location.

To achieve this, the city has embarked on a phased expansion of the Civic Centre, with Phase One to deliver 5 000 m<sup>2</sup> of net office space and a total gross floor area of 13 600 m<sup>2</sup>. The six-storey development will include two levels of parking and four levels of office space.

More significantly, beyond reducing costly rentals the expanded Civic Centre will serve as the anchor project for the wider precinct, linking to existing and planned projects such as the historic Nederduits Hervormde Kerk building (constructed in 1936), proposed upgrades to President, Kruger, and Market Streets, and major catalytic developments including Bob van Reenen Stadium, Coronation Park Redevelopment, Fountain Street Market, Library Square, and the Krugersdorp Station Precinct.

## Modern design for a sustainable future

From modern design principles to operational efficiency, the new civic centre incorporates features that ensure long-term durability, energy efficiency and cost effectiveness:

- **Architectural features:** Optimised building orientation, screen walls, tinted double glazing to reduce solar heat gain
- **Mechanical systems:** Energy-efficient central air conditioning with a smart building management system to monitor and control water use, fire alarms, and maintenance operations

- **Electrical design:** LED lighting and occupancy sensors to prevent unnecessary energy use, complemented by large glass façades for natural light and power reduction
- **Safety:** A dedicated fire escape on each floor to ensure compliance and occupant safety

Phase One of construction is expected to be completed by 2026.

## A vision beyond Infrastructure

The goal of this precinct development extends beyond physical infrastructure. It seeks to reignite the social, cultural, and economic vitality of the inner city - transforming it into a vibrant hub of commerce, creativity, and community life. The area is envisioned as a mixed-use, people-centred urban space that attracts residents, investors,

and visitors while promoting safety, accessibility, and inclusive growth.

While the Civic Centre project has faced public criticism, including allegations of mismanaged funds, it is important to clarify that the development is predominantly grant-funded and operates under strict regulatory oversight. Above all, it represents a strategic and transparent investment in Mogale City's future - one that supports better governance, enhanced service delivery, and sustained economic growth.

This initiative therefore stands as a cornerstone of Mogale City's long-term development vision, marking not just the construction of a new building but a bold and forward-looking step toward the complete revitalisation of the inner city.







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David established a reputation as a dynamic leader with a successful track record of delivering results in uniquely challenging situations.

He led and executed complex domestic and global assignments across various industries, delivering comprehensive large-scale programs, systems and organizational transformation.

David is one of the best breeds

of productions of the North West Province, IT Professional, SAP Global Instructor or Trainer and CEO of Damlogate Holdings Solutions (Pty) Ltd, a company that delivered an impeccable Business Transformation Solutions for a number of Customer Projects, mostly in the Public Sector through one of its associate companies, Damlogate Technologies CC.

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- Co-Implementation and Support Maintenance of Rand Water SAP System with Cornastone
- Co-Implementation of Transnet SAP System with EOH
- Provided Turnkey Deployment and Installation of the Infrastructure Platform consisting of Nine HP Servers for SABC / IEC Results Operating Centres for Local Government Elections ( LGE2016)
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# The Era of the Public Servant of the Future: Is Local Government Ready for Artificial Intelligence?

As South Africa enters the age of Artificial Intelligence (AI), local government faces a defining question: are we ready to use technology not just for compliance, but for real transformation?

By Tumelo Letlojane, Professional Accountant (SA)  
• Head of Public Sector Finance, TL & Associates

**W**e are entering a new era where Artificial Intelligence (AI) is not just a buzzword, but a tool that can reshape how service delivery, financial management, and citizen engagement happen in local government. As someone who has worked in the engine room of municipalities, I am convinced that the next big leap for the sector lies in how we harness AI. The question is: are we ready?

This commitment also includes recognising the existing body of knowledge including indigenous systems; and promoting the inclusion of women, youth and people with disabilities in water and sanitation.

## Why AI matters for local government

AI is no longer futuristic; it is already changing how governments operate globally. Citizens expect fast, transparent and reliable service delivery. AI-powered systems can enable predictive maintenance, smarter revenue

recovery, real-time analysis of outages, and more efficient communication with citizens.

With budgets and staff under strain, AI offers municipalities a way to do more with less—optimising maintenance routes, prioritising high-risk debtors, detecting fraud, and generating insights from mSCOA data.

The Department of Communications and Digital Technologies (DCDT) has already laid a foundation through the 2023 National AI Framework, and South Africa's G20 digital agenda positions government AI adoption as a key national goal.

## The readiness checks: where municipalities stand

Municipalities have made progress in digital transformation, but readiness for AI remains uneven.

- **Strengths** - Many have embraced billing systems, GIS mapping, digital registers, and early automation. There's growing openness to data-driven management and shared ICT platforms through the DDM.

- **GAPS** - Data quality remains weak; IT infrastructure is outdated; and few municipalities have in-house data scientists or AI governance frameworks. Without clean, interoperable data, AI cannot thrive.
- **RISK** - Ethical lapses, bias, or opacity in algorithms could harm public trust if AI tools are deployed without governance and transparency.

## Five steps to make AI real in your municipality

- 1) Start -with one use-case that drives value. Use AI analytics to identify top 20% high-value debtors, or predict water and electricity failures before they occur.
- 2) Clean your data -Build an AI-ready foundation through clean, structured, and complete billing, asset, and service request data.
- 3) Set up governance and ethics early. Draft an AI policy—define what AI will be used for, ensure transparency, protect data, and prevent bias.



- 4) Invest in people. Upskill municipal staff; form partnerships with local universities and the private sector to pilot AI solutions.
- 5) Integrate AI into routines. Use AI insights during weekly 'Results Rooms'. Make them part of decision-making, not side projects.

**The Public Servant of the Future**  
The public servant of the future is digitally fluent, data-driven, and ethically

grounded. They understand both policy and platforms. They manage by evidence, not instinct. They see data as infrastructure, not paperwork. Most importantly, they lead with integrity and purpose—using technology to restore trust in public institutions.

## Conclusion

AI is coming to local government whether we are ready or not. Our challenge is to make sure it strengthens governance, not replaces it. This era will reward municipalities that measure in public, decide from data, and use digital tools to serve communities faster and more fairly. If we embrace AI with discipline and courage, we will build not only smarter cities—but more humane ones.

"The next revolution in service delivery will not be manual or mechanical—it will be intelligent."





# The 2025 Review of the White Paper on Local Government: From Policy Reset to Daily Discipline

By Tumelo Letlojane, Professional Accountant (SA)

• Head of Public Sector Finance, TL & Associate

South Africa's 2025 review of the White Paper on Local Government (WPLG26) is more than a policy refresh. It is a call to rebuild capability, credibility, and cash culture in municipalities—so communities feel the impact where it matters: service delivery.

## Why the review matters

The original 1998 White Paper set an ambitious vision for developmental local government. Twenty-seven years on, the 2025 review recognises that intention

alone does not produce reliable outcomes. WPLG26 responds to four hard realities practitioners know too well: fiscal fragility, governance erosion, ageing infrastructure, and a digital transformation that has outpaced internal capability.

The review is a chance to tighten the operating model—clarify what must happen every week, measure it publicly, and protect the basics that keep a town running.

## What WPLG26 signals in plain language

The Discussion Document clusters reform around finance, governance, institutional capacity, service and infrastructure delivery, intergovernmental alignment, spatial justice, digital systems, and public trust. The thread that binds these is execution.

Expect firmer lines between politics and administration, a deeper push on professionalisation, stronger consequence management, and regionalised capabilities under the District Development Model (DDM). For finance teams, the direction is unmistakable: clean data, credible billing, predictable collections, and transparent, real-time performance management.

## Five decisions leaders can make this week

- 1) Run a weekly Results Room.**  
Hold a 60-minute, MM-chaired review around three numbers: cash coverage, unplanned outages, and project delivery (on time, on budget). Decisions must cite evidence from a one-page mSCOA flash—issued every Friday.
- 2) Treat revenue like a product, not a poster.**  
Segment debtors, fix master-data, bill accurately, make paying effortless, and automate respectful nudges. Escalate predictably. Treat tampering and theft as financial

crime with rapid, lawful enforcement.

- 3) Use DDM to pool scarce skills.**  
Sign shared-service compacts for SCM toolkits, a mini-PMO for grants, revenue analytics, and specialist maintenance. Keep political accountability local, industrialise the technical work regionally.
- 4) Manage grants like engineering projects.**  
Scope, schedule, risk and earned-value tracking—not just ledger entries. Publish monthly milestone dashboards so the community can see progress.
- 5) Make ethics visible.**  
Consequence management, conflict-of-interest registers, supplier debarments—reported monthly. Trust reduces the 'risk tax' in pricing and attracts credible partners.

## A Municipal Officials lens: capability beats intent

In revenue turnarounds I've led, we applied the Pareto principle to focus on the 20% of accounts driving most arrears, closed leakages, and rebuilt a cash-first culture. Results followed because routines were clear, owners were named, and data guided action.

That is the spirit of WPLG26: fewer slogans, more discipline. Municipalities that institutionalise a compact set of management routines will outperform policy changes on paper.

## Digital that actually helps the citizen

WPLG26's digital emphasis is only useful if it shortens the distance between a complaint and a fix. Start with a unified citizen portal for billing queries, outage maps, service requests, and payments—with ticket numbers and SLAs.

Adopt field mobility so completion photos sync to finance and asset registers. Use AI where it counts: anomaly

detection in billing, supplier risk scoring, prioritisation of credit-control visits, and automatic summaries of audit findings into action lists.

## Leadership and courage in the review era

When you close leakages and enforce consequences, resistance is guaranteed. The answer is lawful firmness and radical transparency. Document decisions, measure publicly, and let results speak. Public service is not about perfection; it is about steadfastness—showing up, fixing, communicating, and keeping promises.

## What success looks like in 90 days

- **Days 0–15: Stabilise** — Launch a 12-week Revenue War-Room; publish a top-10 IDP-to-Budget alignment; lock in the Friday analytics routine.
- **Days 16–45: Build** — Clean top-debtor data; run segmented campaigns; enforce credit control; stand up a mini-PMO for grants and critical maintenance; sign two DDM shared-service SLAs.
- **Days 46–90: Institutionalise** — Public dashboard on cash, outages and project delivery; quarterly open briefings with ward committees and business forums; first monthly consequence report tabled and actioned.

## The bottom line

The 2025 review is a policy reset, but communities will judge us by whether water runs, lights stay on, leaks are fixed, and bills are fair and payable. If we hard-wire simple, public, data-led routines—and protect cash and maintenance before everything else—the reviewed White Paper will become visible in people's daily lives. That is the work. And we are equal to it.

*"Capability beats intent. Measure in public, decide from data, and protect the basics every single week."*



# City of Umhlathuze named among Top-Performing Municipalities in the Country.

The City of uMhlathuze receives recognition for its exemplary performance in local governance. During the ongoing Local Government Indaba in Johannesburg, the Minister of Cooperative Governance and Traditional Affairs (CoGTA), Hon. Velenkosini Hlabisa, recognises the city for its outstanding achievement in securing a clean audit outcome for the 2023/2024 financial year.

Minister Hlabisa commends the city for upholding the principles of sound fi-

nanacial management, transparency, and good governance, qualities that distinguish uMhlathuze as a model municipality in the country.

The Mayor of the City of uMhlathuze, Hon. Cllr. Xolani Ngwezi, expresses his gratitude for the recognition, noting that the achievement reflects the dedication of both the city's leadership and administration. "The city is very pleased to be acknowledged as one of the best-performing municipalities in South Africa. This recognition motivates us to contin-

ue working harder for the betterment of our people," he says.

This recognition not only affirms but also reinforces the city's steadfast commitment to excellence in service delivery, transparency, and good governance. It serves as a testament to the dedication of the leadership and administration in ensuring that the needs of residents are met efficiently and responsibly, while continuously striving to set high standards for municipal performance.



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# Successes and Behavioural Strategy of the BXC Smart Meter Programme in Emfuleni

The BXC smart meter programme in Emfuleni has emerged as a transformative initiative, significantly improving electricity and water management while securing stakeholder support for its continued expansion and sustainable revenue generation.

Focussing on modernizing key aspects of service delivery by the Emfuleni Local Municipality (ELM), BXC has not only enhanced revenue collection but also fostered greater transparency and efficiency in core municipal resource management and consumption.

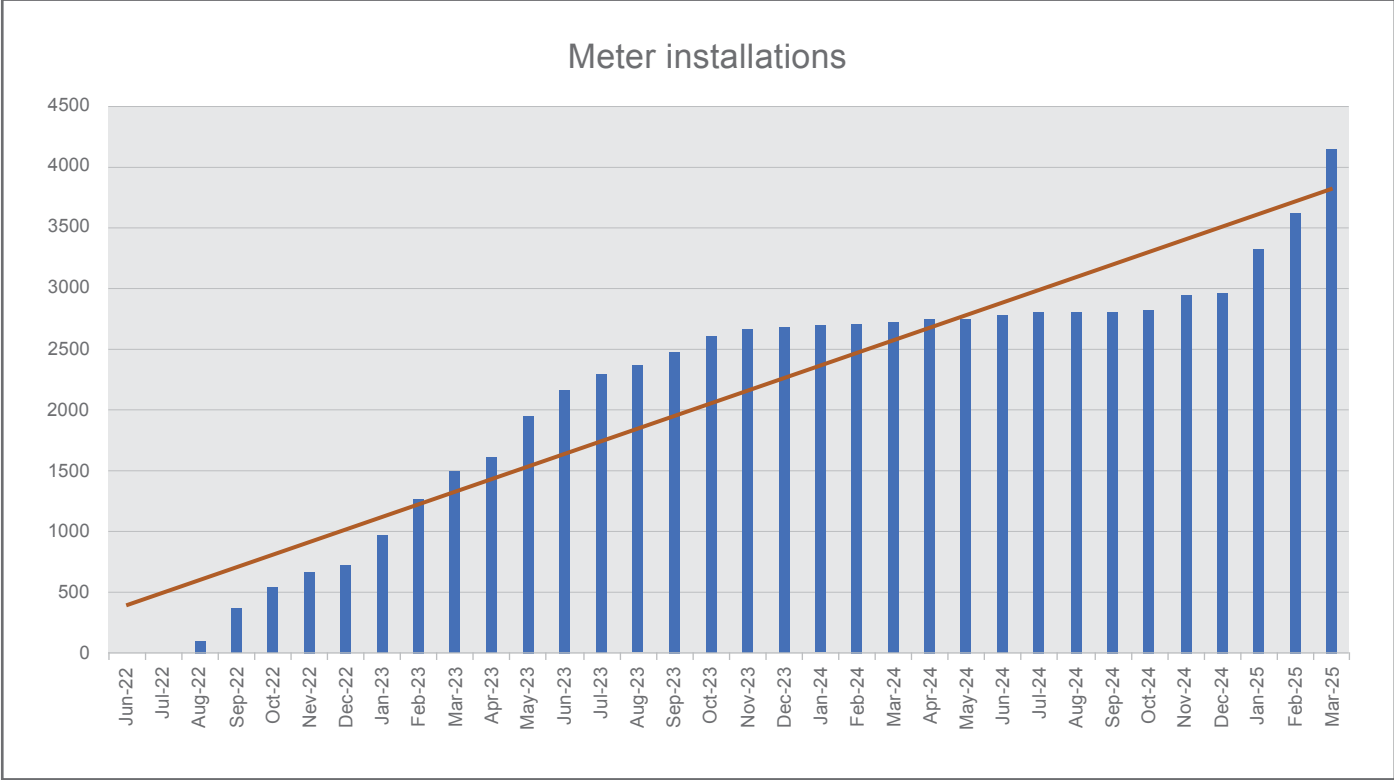
**Advancements in Smart Meter Installations**  
BXC has made remarkable strides, and as of early 2025, the total number of

activated smart meters in the region is 4,145, with ambitious targets for expansion—another 12,000 electricity smart meters and 5,000 water smart meters. These installations provide a much-needed boost to municipal revenue generation, helping service delivery remain sustainable.

One of the key advantages of smart meters is eliminating corrupt paper-based billing systems, which have led to public resistance and further non-payment.

By transitioning to digital metering, consumers can now plan their electricity and water usage more effectively, reducing unnecessary wastage and improving overall consumption habits.

**Cultivating active support from Stakeholders**  
A crucial aspect has been the ability to increasingly secure stakeholder buy-in. BXC and ELM have actively engaged with communities, council-



lors, and business leaders to ensure widespread support for the initiative. Public participation and media education campaigns play a vital role in addressing concerns and demonstrating the benefits of smart meters for both consumers and the municipality.

Despite initial resistance, consumers increasingly recognize the advantages of smart meters, which has enabled them to gain better control over utility expenses while ensuring fair and accurate billing. Additionally, ELM's commitment to transparency and efficiency has strengthened trust among residents and businesses, further solidifying support for the BXC initiative.

**Integration with Broader Municipal Goals**  
The BXC programme aligns with ELM's broader financial recovery strategy and National Treasury policy. As part of its debt relief agreement with the National Treasury, ELM is required to implement smart metering to enhance revenue security and financial stability.

Furthermore, BXC has demonstrated its ability to curb illegal meter bypassing, a persistent revenue loss issue.

In 2024 alone, BXC and ELM recovered over R2.1 million from residents and businesses involved in electricity theft. The smart meters' ability to instantly detect tampering has strengthened enforcement measures, ensuring that such consumers cannot escape accountability.

**Looking Ahead**  
With continued expansion and stakeholder engagement, the BXC smart meter programme is set to play an even greater role in ELM's. The municipality's proactive approach to digitalization and revenue security underscores its commitment to sustainable service delivery.

As installations progress, the benefits of smart metering will become even more evident, reinforcing the BXC programme's position as a model for other municipalities seeking to mod-

ernize their utility management systems and create a firm social base for revenue security.

The success of the BXC smart meter programme therefore is a testament to the power of innovation, collaboration, and integrated strategic planning.



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# #TswaDaar – Phuma Lapho Launch



*Premier Panyaza Lesufi speaking to the media during the Tswa Daar! launch in Mehlareng stadium in Tembisa*

On 27 October 2025, the Gauteng Provincial Government, led by Premier Panyaza Lesufi and Members of Executive Council (MECs), launched the Tswa Daar! Anti-Substance Abuse Programme, a massive campaign to combat substance and alcohol abuse in communities across the five regions of Gauteng.

This initiative is part of a broader effort to save lives, to restore dignity and to build a healthier and safer Gauteng for all its citizens. It reflects the provincial government's commitment to tackling substance and alcohol abuse head-on, with care and much-needed urgency.

The Department of Social Development is the lead Department as the

custodian of the Prevention of and Treatment for substance abuse and was tasked with the responsibility to lead and coordinate the Tswa Daar! Campaign. In the main the campaign focused on massifying prevention, early intervention and treatment of substance abuse. The theme for the campaign was "Breaking the chains, prevention, treatment and recovery for all" in line with the International



*MEC Faith Mazibuko during Tswa Daar! launch at Tsakane Stadium*

Drug Day which was commemorated in June 2025.

On launch day, all the 27 sites set across communities in all Gauteng's region, were had multidisciplinary teams of Nurses, Social Workers, Doctors, Police Officers, and government officials who provided immediate support to substance users and their families. A central database was created to understand the scale of substance abuse and to ensure fair allocation of resources.

The scourge of substance abuse has gripped communities across Gauteng, robbing individuals of their dignity and shattering families. For too long, society's default response has been one of judgment and punishment, trapping victims in a vicious cycle of addiction and exclusion.

The Gauteng Provincial Government, through its ground breaking Tswa Daar! Campaign is finally championing a necessary, humane paradigm shift: treating addiction not as a criminal failing, but as a societal issue. This is more than just policy; it is a pro-

found declaration that every individual's life and dignity is valued.

## BREAKING THE GROUND

The campaign was the first of its kind in the country and will be used to benchmark future campaigns in an effort to massify and intensify interventions to curb the scourge of substance abuse. Of the 27 sites were identified in all five regions, each site was targeting to reach at least 500 people, giving a total yield 13 500 people affected by substance abuse and their families. During the launch day of 27 October, a total of 13 759 drug users were reached and registered in a database (exceeding the target) and 2088 of them were immediately admitted to rehabilitation centres across the province.

Premier Panyaza Lesufi says the massive turnout of young people who are looking to kick their addiction habit at all 27 sites demonstrates the extent of drug addiction problem in communities.

The Tswa Daar! campaign aims to tackle the scourge of substance abuse across the province and promote

healthier, safer communities for all residents.

## MOBILIZING RESOURCES

The provincial government reiterates that the demand for rehabilitation and addiction treatment significantly outweighs the supply of available resources. The Gauteng Provincial Government has been working with non-profit organisations (NPOs) and other private institutions to meet the demand.

Premier Lesufi further maintains that the provincial government's resolve is to stop drug cartels from ruining the future of Gauteng's children.

"We cannot allow our young people to be wiped off completely by drugs. This government is committed to tackling substance and alcohol abuse head-on, with care and urgency," says Lesufi.

Part of the core of the Tswa Daar! initiative is a commitment to compassion, care, and recovery. This shift from punishment to support is crucial, as it actively works to reduce stigma and encourage more people to step forward and seek assistance. Government is offering individuals and families a chance for healing and new start.

## STORIES OF HOPE

One story of courage and transformation comes from Diepkloof Zone 3, Soweto, where 34-year-old male has taken a bold step toward recovery. His journey began with a simple yet life-changing decision to seek help. After hearing about the Tswa Daar campaign on a local radio station and through social media, he approached the local Department of Social Development office in Diepkloof. With the support of his mother, a community patroller, and the guidance of dedicated Social Workers, he began the process of applying for admission into a rehabilitation centre.





*Government officials hard at work registering substance users for a journey to new beginnings*

"This is the day I've been looking forward to. From now on, my life will never be the same, it's time I change," he said. "The support I received from my mom is amazing. She's the one person I don't want to lose, we've come so far."

For him, addiction had taken a heavy toll costing him relationships, job opportunities, and self-respect. Now, with the support of the Tswa Daar! campaign, he is determined to rebuild his life, pursue his dream of becoming a qualified plumber, and mend broken relationships.

"I'm tired of living a life controlled by drugs," he shared. "I want to break free and rediscover the person I used to be. Rehabilitation will give me the tools to make amends and build a healthier, happier life with my loved ones."

Having been hospitalised multiple times due to overdoses, Mokopane said his decision to seek rehabilitation is now driven by a deep desire to live and to heal. "I don't want to die or suffer permanent damage," he said.

"Rehabilitation will help me develop healthy habits and improve my overall well-being."

#### WORKING SMART

Successfully realising compassion and adequate support requires information management system. A critical component of this campaign is the systematic registration of substance users across Gauteng communities. This is not a punitive registry; it is an act of proactive governance.

The collected data provides critical insights needed to understand the true scale of substance abuse in the province, ensuring our response is targeted and effective. This data will guide policy and resource allocation for equitable distribution, guaranteeing that support services reach those who need them most.

The path to recovery for thousands is not without hurdles. The provincial government is transparently acknowledging a major challenge: the limited bed space in rehabilitation centres. This challenge, however, is being met with urgency.

The provincial government is working with Non-Profit Organisations (NPOs) and other stakeholders to expand services and to increase rehabilitation capacity. By registering individuals now, government will ensure that everyone in need is captured and considered for support and placed in centres systematically as space permits.

#### JOINING HANDS – WORKING TOGETHER

No government initiative can succeed in isolation. The Tswa Daar! campaign recognizes that breaking substance abuse cycles requires collective action.

Community and civil society partnerships are vital. Effective recovery is not just about the clinic or rehabilitation centre; it requires active involvement from families, communities, and all stakeholders.

By fostering this involvement, government is creating a supportive atmosphere where individuals feel empowered, not ashamed, to seek help. These collaborative approaches strengthen social cohesion, ensuring recovery efforts are inclusive and sustainable.

The government has committed its resolve, demonstrating a crucial investment in a healthier, safer, and more inclusive future for Gauteng.

"Now, we call upon you. If you or a loved one is affected, please register as a crucial first step toward recovery. Help is available, and nobody should face these challenges alone. Families and communities are urged to show their commitment by participating, fostering a future free from drugs", said Premier Panyaza Lesufi, adding that beyond the 27 October launch of Tswa Daar! registrations for enrolling in substance abuse care can be done at offices of the Gauteng Department of Social Development.

## Leading South Africa into the Fourth Industrial Revolution



In a bold move to advance skills and innovation in South Africa's Eastern Cape, the Manufacturing, Engineering and Related Services Sector Education and Training Authority (merSETA) has joined forces with Walter Sisulu University (WSU). Together, they're paving the way for a brighter future with a project aimed at equipping the region's workforce with skills crucial for the rapidly evolving manufacturing and engineering sectors.

Central to this partnership is the shared vision of empowering students, staff and graduates through specialised support and training programmes tailored to the specific demands of the Eastern Cape's industrial landscape. By mentoring WSU staff for professional accreditation, enhancing learner support for Work-Integrated Learning (WIL) programmes and providing hands-on industry experience, this initiative is redefining the higher education sector's impact on regional economic growth. "As merSETA, we recognise that the future of manufacturing and engineering hinges on not just technical skills, but also adaptability, creativity and a forward-thinking approach," says Naphtaly Mokgotsane, the merSETA Acting CEO. "Our direction with initiatives like these is to ensure that future professionals are ready to tackle the technological advances, sustainability challenges and evolving skills demands shaping tomorrow's industries."

In today's dynamic job market, Mokgotsane believes specialised training programmes are key to unlocking opportunity for Small and Medium Enterprises (SMEs) and unemployed graduates. These tailored programmes in essential fields, such as engineering and IT, equip participants with the competencies they need to thrive in an ever-evolving workforce. "Specialised training programmes aren't just pathways to skill acquisition; they are bridges to opportunity, empowering SMEs and graduates to excel," explains Mokgotsane.

This approach is coupled with strategic placement of WSU engineering lecturers in leading industry environments, enriching their practical expertise and, ultimately, enhancing the

mentorship students receive. It's a cycle of knowledge that strengthens education quality and deepens the university-industry bond.

Among the project's achievements is the development of advanced qualifications and postgraduate supervision skills for WSU's engineering lecturers. Driven by a commitment to building research capacity, the initiative introduced cutting-edge tools like Virtual Reality (VR) interfaces and simulation software, opening doors to immersive learning experiences that prepare students for the future.

"Research capacity building is the cornerstone of innovation, sparking curiosity and driving forward the frontiers of knowledge. By investing in VR and simulation software, we're not just embracing technology, but creating immersive learning opportunities that position WSU at the forefront of educational advancement," Mokgotsane states.

These efforts have laid a solid foundation for academic excellence, empowering WSU's staff and enhancing the university's capabilities to produce graduates equipped with contemporary skills and insights needed for the modern workplace.

Reflecting on the initiative's impact, Mzolisi Payi, WSU's Director for Community Engagement and Internalisation, notes: "The merSETA/WSU project has left an indelible mark on skills development and academic excellence at WSU. Its achievements in staff qualification, research capacity building and engineering education quality are a testament to its transformative impact."

The partnership between merSETA and WSU stands as a shining example of what can be achieved when education and industry work hand-in-hand. As they continue this journey, the merSETA and WSU remain steadfast in their commitment to furthering excellence in skills development and academic innovation, empowering the Eastern Cape's workforce and supporting the region's industrial growth.



# 7 BILLION LITRES SAVED: Motheo Water Leads the Charge! Saving Water, Setting the Standard.

South Africa is a water-stressed country where droughts are common, and these conditions affect nearly every aspect of our lives. Experts estimate that by 2030, South Africa will face a water supply deficit of between 30% and 40%.

Experts estimate by  
**2030** South Africa will experience:  
**30%+** water supply deficit

This can be attributed to climate change, technological advancements, shifts in economic production requirements, changes in social structures, and population growth.

While climate change continues to negatively impact our environment, the infrastructure challenges faced by municipalities are resulting in increasing instances of water shortages, water-shedding, and compromised water quality.

These challenges – combined with the fact that municipalities are highly dependent on income from water and sanitation customers – underscore the urgent need for creative solutions to ensure the sustainability of our water resources. The demand for smart, effective water solutions has never been greater.



Lettie Mashau – CEO, Motheo Construction Group

This is where Motheo Construction Group, under the leadership of the highly qualified and experienced Group CEO Lettie Mashau, has stepped up to address these pressing issues.

Through the establishment of Motheo Water, Lettie Mashau has reshaped the water-saving landscape in the Free State Province. The company has dedicated its efforts, in partnership with the Department of Public Works and Infrastructure, to addressing water losses at provincial hospitals and clinics.

This water-saving initiative, which encompasses all aspects of water demand management – including leak repairs, maintenance, metering, monitoring, infrastructure upgrades, and educational campaigns – has already saved over 7 billion litres of water since the project's inception.

Motheo Water focuses on its clients' water and cost savings through a systematic, data-driven approach. Its goal is to offer practical, proven solutions that go beyond leak repairs. The company provides data, tools, information, and services that enable long-term water conservation.

Lettie Mashau is a visionary leader, driving change and innovation in South Africa's infrastructure and sustainability sectors. A significant part of her mission is helping municipalities tackle the ever-growing challenge of non-revenue water losses across the country.

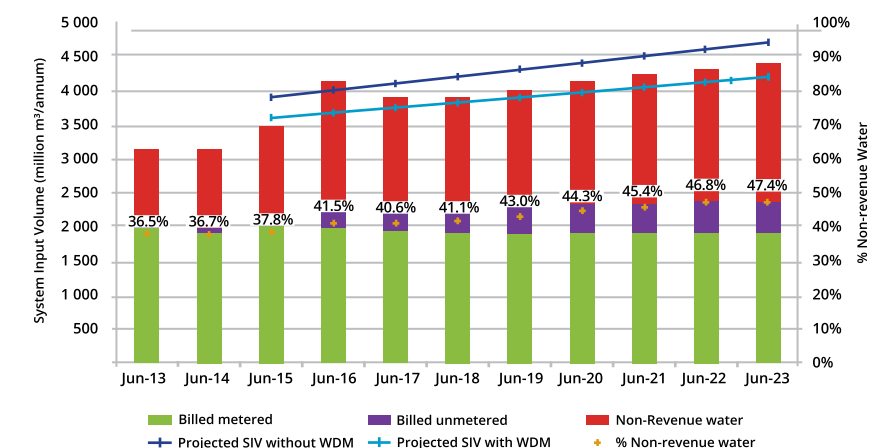
## What We Do Best

- Water-saving programs tailored to each client's needs
- Real-time consumption, flow, and pressure monitoring
- Non-Revenue Water (NRW) assessments and interventions
- Data analysis to support long-term water planning

## What Makes Motheo Water Different

- **Technology-focused approach:** Our tech systems give our clients a 360-degree view of their water use.
- **Measurable track record:** We do more than to promise savings, we show our clients where they are losing water and why.
- **Custom-designed solutions:** Our technology is developed in-house to meet local needs.
- **Built for South Africa:** Our technology and tools are shaped by the realities of South Africa's dynamic and often unpredictable water environment.
- **Quick to adapt:** We understand that conditions can shift rapidly. Our systems are built to respond quickly and remain effective.
- **Purpose-driven innovation:** This is a local initiative driven by insight and intention. It is for today's challenges and ready for tomorrow's demands.

National Water Balance Trends (Source: 2023 Status of water losses, non-revenue water and water use efficiency in South African Municipalities)



# 7 BILLION LITRES OF WATER SAVED



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# Gauteng Law Enforcement Agencies United Against Crime

Gauteng may be South Africa's smallest province by land area, but it boasts the nation's most powerful economy and a diverse population. As the economic heartbeat of the country, Gauteng generates roughly a third of South Africa's gross domestic product. This prosperity attracts thousands of visitors and newcomers pursuing opportunities in the province's cities. However, Gauteng also faces a persistent challenge of high crime rates, accounting for about 26% of all reported crimes nationally. This situation threatens not only the safety and well-being of residents but also the

province's standing as the country's economic hub.

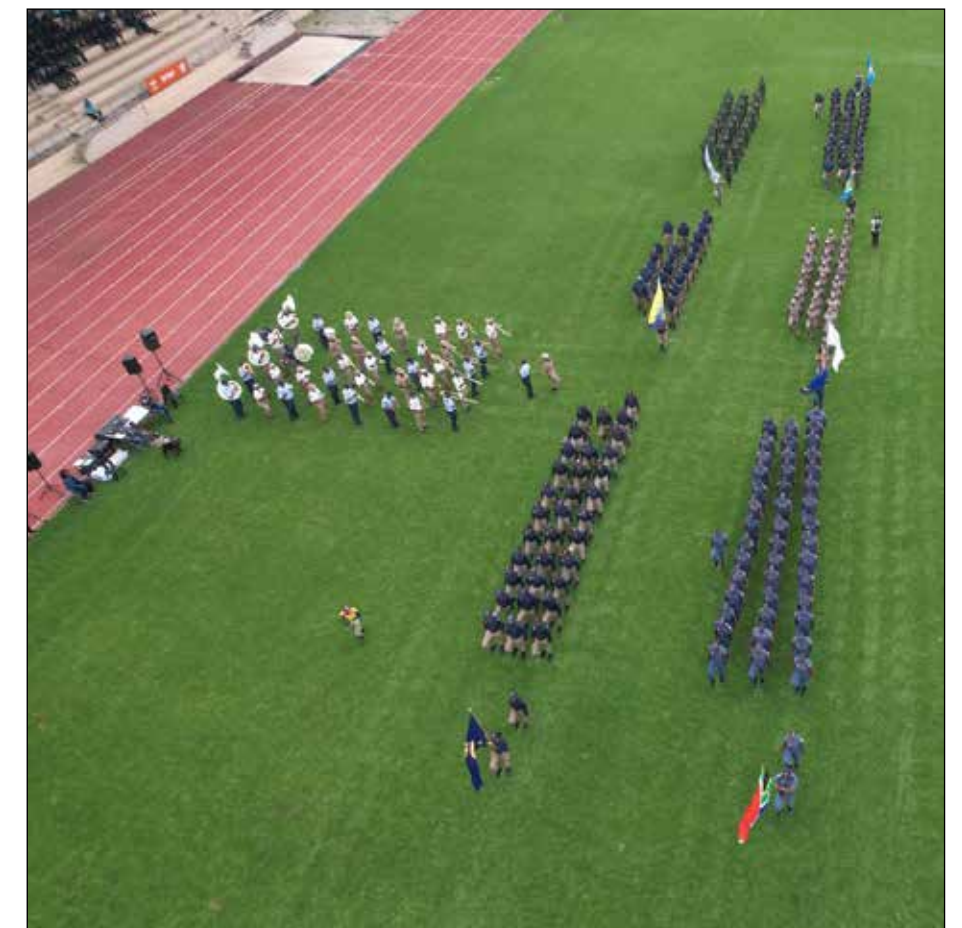
Provincial leaders have made it clear that fighting crime is a top priority.



Gauteng Premier Panyaza Lesufi emphasised in his 2025 State of the Province Address (SOPA) that combating crime, corruption, and lawlessness is an “apex priority” for his administration. The Gauteng government recognises that a secure environment is essential for the economy to thrive; businesses cannot invest and residents cannot prosper if communities are unsafe. Thus, the province is “hitting the ground running” with a multi-faceted strategy to preserve lives, livelihoods, and investor confidence by curbing crime and vandalism.

During the SOPA, Premier Lesufi outlined 13 pressing challenges – named the Gauteng 13 (G13) – that the province must address to “get Gauteng working”. Among these, he stressed the need to urgently reverse several problems directly related to public safety and law and order, including:

- Crime and lawlessness (G2)
- Cable theft and vandalism (G5)
- Mushrooming of informal settlements (G6)







- Gender-Based Violence and Femicide (GBVF) (G8)

Each of these issues contributes to instability in communities. Law Enforcement Agencies (LEAs) in Gauteng are now tasked with the mammoth job of reducing crime and ensuring residents' safety so that Gauteng remains a secure place to live and do business.

The provincial government has responded by implementing innovative interventions, from high-tech policing tools to unprecedented inter-agency cooperation, to stay ahead of criminals who are constantly evolving their tactics.

#### **e-Policing: High-Tech Crime-Fighting Initiatives**

One of Gauteng's game-changing approaches is the adoption of e-Policing, leveraging modern technology to outsmart and outpace criminals.

By investing in advanced surveillance and response tools, law enforcement has made significant strides, leading to the disruption of several crime syn-

dicates. Key e-Policing initiatives include:

- Aerial Surveillance (GTP Air Wing) – the Gauteng Traffic Police's helicopter unit provides eyes in the sky during serious incidents such as armed robberies, hijackings, kidnappings, and cash-in-transit heists. Quick aerial response helps track suspects and coordinate ground teams in real time.
- CCTV Camera Network – Hundreds of CCTV cameras have been installed in Townships, Informal Settlements, and Hostels (the TISH areas) to provide 24-hour surveillance in high-crime zones. This camera network deters criminals and helps police monitor hotspots remotely.
- Emergency Panic Buttons – e-Panic devices have been distributed to vulnerable groups – including women, children, and persons with disabilities – allowing them to silently alert authorities at the press of a button. These link directly to response teams, improving reaction times to GBVF cases

and other emergencies.

- Provincial Integrated Command Centre (PICC) – All these tools feed into a central hub that gives authorities a real-time, province-wide overview of crime patterns, enabling intelligence-driven policing across Gauteng.

These investments are equipping Gauteng's police and traffic officers with unprecedented capabilities. By diversifying tactics – from air support to analytics – the province is strengthening crime prevention and improving rapid response.

#### **Collaborative Safety Measures**

Keeping communities safe is everyone's responsibility. On 15 April 2025, the Gauteng Provincial Government signed a landmark Memorandum of Understanding (MoU) with the South African Police Service (SAPS), municipal law enforcement departments, and all district and local municipalities. This Gauteng Safety Agreement established an integrated, cross-boundary law enforcement strategy to improve coordination across jurisdictions.

#### **The MoU aims to:**

- Improve coordination among all law enforcement bodies (national, provincial, and municipal police).
- Establish a unified approach to fighting crime, corruption, vandalism, and lawlessness.
- Enable cross-boundary operations, allowing officers to pursue criminals beyond their jurisdictions.
- Enhance police visibility through combined deployments, thereby deterring crime and reassuring the public.

Since its signing, multiple joint operations have been executed in the Cities of Tshwane, Johannesburg, and Ekurhuleni, as well as in the West Rand District and Mogale City. These high-density operations have involved by-law enforcement, roadblocks, traffic checkpoints, and intelligence-driven raids on crime hotspots.

This collaboration has effectively put more "boots on the ground" by pooling manpower and resources. Police officers, Gauteng Traffic Police (GTP),



Metro Police Departments (MPDs), and Municipal Traffic Wardens have worked side by side, leading to numerous arrests for crimes such as GBV, theft, robbery, immigration violations, possession of illegal firearms, drug trafficking, stolen property, and illegal mining. Unified enforcement means criminals have fewer places to hide.

Partnerships with private security companies have further strengthened

policing efforts, especially in urban and TISH areas. By integrating private patrols and sharing information, law enforcement can extend its reach into neighbourhoods and business districts more effectively.

The province's safety drive also integrates service delivery. During Provincial Integrated Service Delivery operations, law enforcement teams work with other departments to improve



living conditions – cutting overgrown grass, fixing streetlights, patching pot-holes, cleaning illegal dumping sites, and conducting school safety programmes. These visible improvements help restore trust between communities and the government.

Authorities continue to urge residents not to vandalise essential infrastructure such as traffic lights, schools, hospitals, and energy or water facilities even during protests. These are lifelines of communities. Damaging them not only disrupts services but also diverts resources away from crime prevention.

The fight against crime is a collaborative effort. The Gauteng Provincial Government calls on businesses, civic groups, and residents to work with law enforcement by reporting crime and suspicious activities. Only through united action can Gauteng build safer, more resilient communities.

**Tackling Land Invasions and Related Crimes**

Another growing challenge in the province is land invasion, the illegal occupation of land, whether public or private. On 14 October 2025, the Gauteng Provincial Government convened a Land Invasion Workshop to develop solutions. Officials noted that unlawful occupations are often linked to organised crime rather than isolated acts of homelessness.

**Land invasions are associated with:**

- Organised crime where syndicates and individuals illegally sell or allocate land to desperate buyers and violently resist eviction efforts.
- Infrastructure vandalism with invaders damaging essential services such as power and water lines through illegal connections.
- Unplanned settlements by having structures that are built without planning approval or safety compliance, creating overcrowded and unsafe areas.



- Violence and intimidation by rival groups or invaders who often threaten communities and officials.
- Health and environmental hazards that cause overcrowded informal settlements without sanitation or waste services lead to disease and pollution.
- Corruption and fraud where some officials accept bribes or issue fake permits to legitimise illegal settlements.

These invasions strain municipal services, increase fire and flood risks, and damage infrastructure. The October workshop reinforced the province's zero-tolerance stance: those behind land invasions will face enforcement action, while legitimate housing de-

velopment and awareness campaigns will continue to prevent unlawful occupation. The approach targets both the criminal networks profiting from land grabs and the systemic causes, such as poverty and housing shortages.

**Gauteng Traffic Wardens: A New Force in Community Policing**

To strengthen visible policing at grass-roots level, the Gauteng Provincial Government has recruited over 8,000 Crime Prevention Wardens, popularly known as *Gauteng Traffic Wardens (GTWs)*, since 2023. This ward-based policing initiative placed thousands of trained wardens on Gauteng's streets to support SAPS and municipal police through increased visibility and rapid response.



Under the supervision of SAPS, Gauteng Traffic Police, and Metro Police, the wardens have provided critical backup in operations. Their deployment has enabled faster responses and broader coverage. They have assisted in thousands of arrests, responded to GBV cases, and conducted regular patrols in Townships, Informal Settlements, Hostels, and Central Business Districts (CBDs), strengthening community trust and intelligence gathering.

While questions arose about their legal authority, the provincial government clarified that their recruitment and deployment were entirely lawful. Gauteng followed the provisions of Section 334 of the Criminal Procedure

Act (CPA), which allows the Minister of Justice to designate certain officials as peace officers with limited policing powers.

After consultation, an inter-ministerial committee recommended that the province use existing legislation governing the appointment of traffic officers to formalise the wardens' powers. Accordingly, the wardens were trained under the National Road Traffic Act rather than the SAPS Act, granting them equivalent authority to provincial traffic officers once fully qualified.

The wardens have undergone training through the Gauteng Traffic Police College, Metro Police academies, and

the South African National Defence Force (SANDF) to ensure high professional standards. The Gauteng Department of Community Safety has also partnered with 13 traffic colleges to offer an accredited NQF Level 4 Traffic Officer Course, with candidates registered through the Safety and Security Sector Education and Training Authority (SASSETA). This ensures full compliance and professionalism in the law enforcement pipeline.

**This October 2025, Premier Lesufi announced the next phase of the programme:**

1. The stand-alone warden unit will gradually transition into formal law enforcement structures.
2. Wardens will be absorbed into the Gauteng Traffic Police, a new Special Law Enforcement Unit (SLEU), and other strategic partners.
3. They will undergo additional 18–36 months of advanced training covering crime prevention, traffic enforcement, and legal procedures.
4. Wardens unable to meet the new standards will be redeployed to municipalities or security services after suitable training.

These measures ensure that every recruit contributes meaningfully to safety and law enforcement in Gauteng. The initiative is evolving from an emergency intervention into a sustainable, professional model of community policing.

Gauteng's fight against crime is being waged on multiple fronts, high-tech surveillance, integrated policing, community partnerships, and programmes such as the Crime Prevention Wardens. The message is clear: safety and prosperity go hand in hand. Through innovation, collaboration, and accountability, Gauteng's law enforcement agencies and communities are working together to ensure South Africa's economic engine remains secure and that the rule of law prevails.

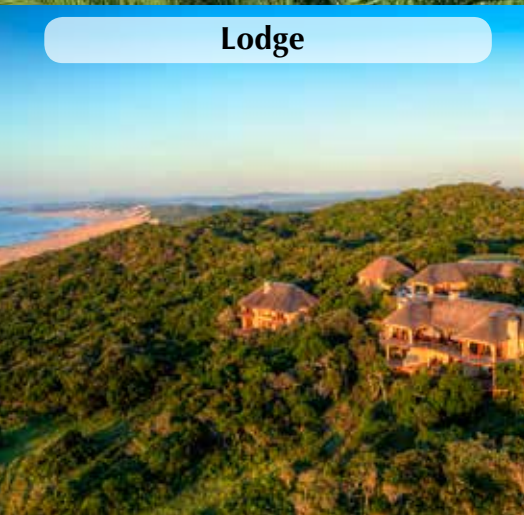


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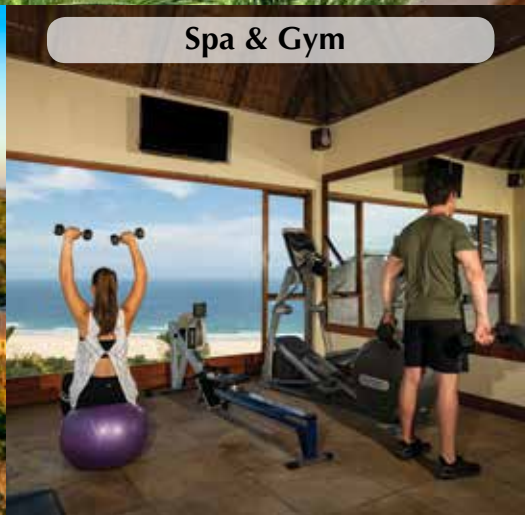
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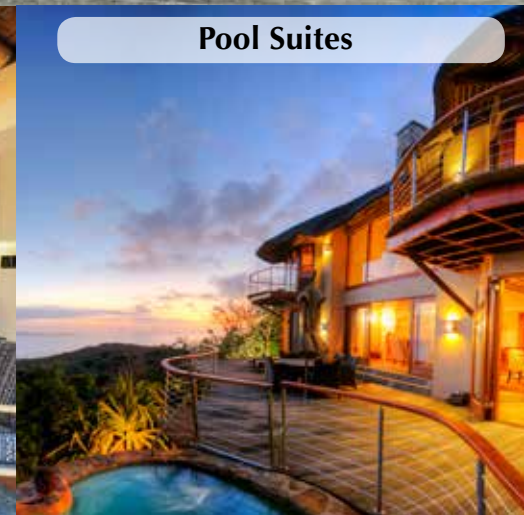
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