

# IN BRIEF

SPECIAL EDITION

ISSUE 34 | OCTOBER 2023



LOCAL GOVERNMENT CAMPAIGN:  
**GET INVOLVED**

#RADICALCOLLABORATION  
#POWEROFTHECIRCLE



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# GET INVOLVED

## EXPLORE WAYS OF BEING A PART OF THE SOLUTION IN SOUTH AFRICA

*We explore radical collaboration between local government and local municipalities creating circles of unity for community benefit. We tackle topics of civil society, electoral reform, professionalising local government, corruption and social justice, infrastructure and the power of collaboration.*

*From the article in BizNews, June 2023*

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## CIVIL SOCIETY NEEDS TO GET ORGANISED

Civil society is crucial in shaping communities and holding those in power accountable. However, with many municipalities in South Africa facing significant challenges, it is imperative for civil society to actively participate in addressing these issues. By organising themselves, holding those in power accountable, and engaging in collaborative efforts, civil society can transition from being part of the problem to becoming a powerful force for positive change. Active participation at both the individual and collective levels is essential to ensure that the needs and aspirations of communities are met. Join us for this 6-part series with Kagiso Trust as we explore ways of being a part of the solution and not part of the problem.

The panel discussion revolves around radical collaboration between local government and communities in South Africa, focusing on addressing challenges faced by municipalities.

Kagiso Trust hosts the debate in partnership with BizNews, and the panel includes Mankone Ntsaba (Chairperson of Kagiso Trust), Paul Smith (Local Government Support Head for Kagiso Trust), and Professor Themba Maseko (Professor and Director of Executive Education at the Wits School of Governance).

Mankone Ntsaba introduces the Radical Collaboration campaign, highlighting the challenges local government faces in South Africa and the need for intervention. The campaign aims to encourage collaboration among stakeholders, including organisations, individuals, government, and businesses, to address the problems faced by municipalities collectively.

Paul Smith shares his practical experiences, emphasising the importance of creating an enabling environment for municipality development. He mentions the common problem of polarisation



among stakeholders, hindering progress and service delivery. Smith advocates for collaboration and active citizenry to overcome these challenges.

The discussion then explores why elected councillors often leave undone critical tasks. Smith acknowledges that while elected officials have the budgets and mandates to address issues, citizen involvement is necessary for holding them accountable. He emphasises the need for competent collaboration between citizens and municipalities to achieve better outcomes.

Professor Themba Maseko highlights the legal requirement for municipalities to develop an Integrated Development Plan (IDP) based on community needs and input. However, he observes a need for more community participation in these processes, which affects the prioritisation of issues in the IDPs. Maseko stresses the importance of citizen involvement and accountability of councillors, suggesting that citizens must actively engage in their governance.

The incentive for citizens to participate is discussed, with Maseko noting that citizen participation can influence decision-making and improve service delivery. He acknowledges the challenges of political dynamics and coalition governments, which can create instability and hinder performance and delivery. However, he

emphasises the role of citizens in holding councillors accountable and demanding action from municipalities. Regarding communication and community participation in the IDP processes, Paul Smith suggests that communities need proper structuring and support to engage effectively. He advocates for creating civic coalitions that include influential stakeholders from non-governmental sectors.

Smith urges communities to be part of the solution and emphasises empowering municipalities to engage with communities and adopt community-centric development practices.

The panel discussion concludes with a call for open dialogue between communities and municipalities, promoting a shift from selfish to ecosystem-centric decision-making. It is recognised that behaviour change takes time, both within cities and communities, but the benefits of collaboration and active citizen involvement in local governance are emphasised.

Overall, the panel discussion highlights the need for radical collaboration, citizen participation, and accountability in addressing the challenges faced by South African municipalities. The campaign aims to foster unity and cooperation between stakeholders to create positive change at the local level.

# EXPLORING THE IMPACT OF ELECTORAL REFORM ON EVERY SOUTH AFRICAN CITIZEN

**E**lectoral reform is crucial in transforming South Africa's democracy. Former member of the Independent Electoral Commission, Terry Tselane, and Senior lecturer at the University of Pretoria, Dr Sithembile Mbete participated in a panel discussion focused on the recent electoral reforms and their implications, specifically the inclusion of independent candidates in the closed list proportional representation system. Tselane emphasised the long-standing efforts to establish a fair electoral system, while Mbete expressed concerns about the Electoral Amendment Act potentially benefiting political parties. Despite the complexity of the reform process, Tselane and Dr Mbete remained hopeful for broader electoral reforms in the future elections.

This interview, part two of the 6-part series with Kagiso Trust, focuses on electoral reform in South Africa and its potential impact on the country's politics. The guests, Terry Tselane and Dr Sithembile Mbete discuss the reasons

behind the need for electoral reform and the challenges associated with its implementation.

Tselane highlights two main reasons for electoral reform: the long-standing advocacy by pressure groups and a Constitutional Court judgment requiring the inclusion of independent candidates at the national and provincial levels.

While independent candidates can already participate at the local government level, the reform aims to extend this opportunity to higher levels of government.

Dr Mbete explains that electoral reform, specifically allowing independent candidates, is essential for fulfilling the political rights of South African citizens. It promotes direct accountability between voters and their representatives, bypassing the influence of political parties.

However, she raises concerns about the chosen electoral system, which maintains the closed list proportional





representation with minor changes. This system may still favour political parties over independent candidates.

The interview also addresses challenges in implementing the reform, such as demarcating constituencies and providing adequate time for independent candidates to campaign. Tselane suggests using existing boundaries, like municipal and district boundaries, to expedite the process. However, the complexity of the new system and the lack of sufficient civic education pose difficulties for both independent candidates and voters.

Regarding the potential impact of the reform, Dr Mbete believes that the barriers to entry for independent candidates at the national level are significant under the current legislation. Consequently, she does not anticipate major changes in the 2024 elections, with political parties remaining dominant. However, there may be a more direct relationship between independent candidates and voters at the provincial level.

In conclusion, while electoral reform in South Africa aims to increase inclusivity and direct accountability, the current legislation and challenges in implementation may limit the impact in the upcoming elections. The need for civic education, media involvement in the dissemination of information and further discussions on the electoral system remains crucial for meaningful reform.

# Enabling Communities

In unity lies our strength.  
The success of local government  
lies within the efforts and  
voices from us all.

#radicalcollaboration

#powerofthecircle

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# STOP SITTING ON THE SIDE AND GET INVOLVED

*By Paul Smith*

In a democracy, every nation has the government it deserves.

These profound words, attributed to Joseph de Maistre, highlight the importance of active citizenry in shaping the government and local communities. The choices made by engaged citizens exercising their voting rights directly influence the composition of local governments.

However, when communities remain passive, they become vulnerable to corrupt and narcissistic leadership. To combat this, active citizenry must be embraced as the strongest tool for effecting change in political and community leadership behaviour to promote community-centric development.

While Kagiso Trust has witnessed numerous commendable civic initiatives throughout South Africa, many suffer from what can be termed “Insular Active Citizenry.” These initiatives, despite their quality, impact, and relevance, often focus narrowly on issues important to specific interest groups. Influenced by historical inequalities, racial geography, belief systems, and political affiliations, these initiatives fail to serve the common greater good of the community.

James Patrick Kinney’s poem, “The Cold Within,” aptly captures the destructive nature of polarisation and insular active citizenry. When actions and agency are driven by prejudice, selfishness, and indifference everyone bears the brunt of an undesirable fate. Communities must recognise that for power to be effectively exercised by those in authority or leadership, there must be willing submission by those they govern. To prevent self-interest from jeopardising collective well-being, polarisation and insularity must be avoided and dismantled. It is our responsibility to choose leaders wisely and actively participate in shaping our futures.

To achieve true community-centric development, a shift from insular to collaborative active citizenry is necessary. This shift entails embracing a mindset focused on the community’s well-being rather than self-centred thinking. It also requires a behavioural shift towards “Radical Collaboration” – genuine communal engagement and ideation for the greater good. Collaborative active citizenry significantly influences political and community leadership behaviour, shaping individual and collective engagement with political processes, decision-making, and policy outcomes in the interest of inclusive governance and community-centred development.





## THE MAKANA CIRCLE OF UNITY (MCU): A MODEL OF RADICAL COLLABORATION

In its infancy, the MCU serves as an exemplar of radical collaboration. This “apolitical” civic coalition adopts a distributive leadership model to empower the community in addressing local development issues while working harmoniously with the local Municipality. The MCU provides a structure that strengthens the collective voice of the community within the local governance framework, enabling them to influence local development programs and hold both the municipality and the community accountable for their role in development. To foster radical collaboration and civic coalition, individuals within the community should:

- Embrace collaboration and active participation.
- Recognise and celebrate our shared humanity.
- Overcome prejudice and biases.
- Foster selflessness and cooperation.
- Build social cohesion.
- Advocate collectively for positive change.

While not all active citizenry requires radical collaboration, it all begins with exercising our individual democratic rights. We must choose to be part of the solution by voting prudently in elections, volunteering, supporting and contributing to initiatives, getting involved, advocating for change, and promoting collaborative engagement. Active

citizenry, both individually and collaboratively, is vital for a healthy, community-centric democracy. It promotes increased responsibility and accountability among all stakeholders, ensuring that the voices and concerns of individuals and communities are heard and responded to by those in positions of authority. Collaborative active citizenry empowers all individuals to actively contribute to the prosperity of their community, foster positive change, and build trust among stakeholders.

## Active Citizenry:

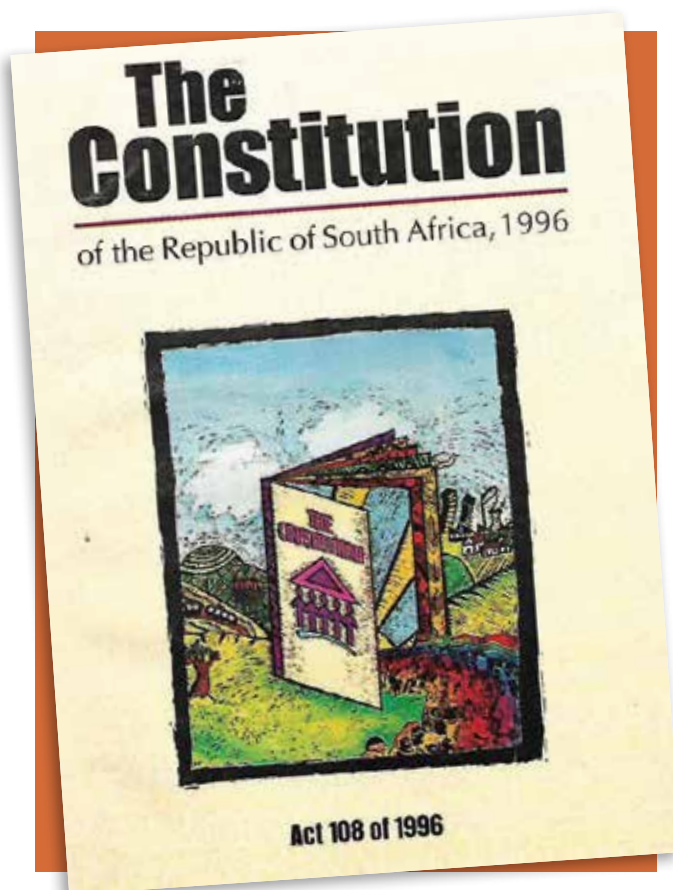
Unleashing Your Power to  
Shape Political and Community  
Leadership Behaviour and Foster  
Community-Centric Development

Kagiso Trust urges all South African  
citizens to Get Involved and be an  
Active Citizen. Contact Paul Smith on  
PSmith@kagiso.co.za to find out



# PROFESSIONALISING LOCAL GOVERNMENT: FOSTERING ACCOUNTABILITY

Once hailed as the beacon of democracy in Africa, South Africa's municipalities are grappling with significant challenges related to governance lapses and accountability. Part 3 of the 6-part series with Kagiso Trust, Professor Sam Koma from the University of Limpopo and Mankodi Moitse, CEO of Kagiso Trust, shed light on the pressing need to professionalise local government in South Africa and address critical issues such as corruption, service delivery, and improved governance. The discussion delves into the importance of promoting high professional standards and ethics in the public sector, the challenges faced in recruitment and appointment processes, and the alarming accountability regressions highlighted by the Auditor General's report. These expert voices advocate for radical collaboration between local government and communities for a better future.



In part 3 of the 6-part series with the Kagiso Trust, experts shed light on the urgent need to professionalise local government and confront issues such as corruption, service delivery, and improved governance. This campaign aims to foster radical collaboration between local government and communities, creating circles of unity for mutual benefits.

The discussion kicks off by questioning the necessity of professionalisation in a system where it is assumed that top government positions are occupied by suitably qualified individuals. However, recent governance lapses and accountability regressions have starkly highlighted the need to address professional ethics and standards in the public sector.

Both the Constitution of the Republic of South Africa and the National Development Plan Vision 2030 underscore the importance of promoting and upholding high professional standards. These standards are essential for building a capable and developmental state, where professionalisation and ethical conduct are upheld and promoted by those employed to serve the public.

Codes of conduct play a vital role in fostering professional values, behaviour, and conduct within local government, governing both elected public representatives, known as councillors, and municipal staff. These codes emphasise the creation of a culture of public service, the prevention of corruption, and the assurance of responsiveness to the needs and expectations of the public. However, empirical evidence reveals significant challenges within the public service, particularly in the recruitment and appointment processes.

Reports from the Public Service Commission and the Auditor General shed light on the influence of political officials in appointing individuals who do not meet the minimum job requirements, thereby compromising the professionalism and effectiveness of the public sector.

The Auditor General's latest local government audit outcomes report paints a grim picture of accountability regressions, especially in public procurement.

# CORRUPTION AND SOCIAL JUSTICE: THE STRUGGLE FOR SERVICE DELIVERY

In this latest episode of the Radical Collaboration series with Kagiso Trust, experts discuss the pressing issues of social justice and corruption in South Africa. The conversation centres around the concept of social justice as enshrined in the country's Constitution, emphasising equal access to basic necessities such as clean water, which is a fundamental right. However, the reality on the ground tells a different story, with disparities in the quality of services between different communities. The guests, Zukiswa Kota from the Public Service Accountability Monitor (PSAM) and Wayne Duvenage, CEO of the Organisation Undoing Tax Abuse (OUTA), shed light on the detrimental effects of corruption and the challenges faced in achieving social justice and equitable service delivery.

South Africa's journey towards social justice has been hindered by numerous factors, including corruption, mismanagement, and poor governance at the local level. The deterioration in the provision of essential services, such as access to clean water, highlights a regressive trend rather than progress in meeting constitutional commitments. Communities like Hammanskraal have experienced a decline in the quality of water despite constitutional promises. This decline raises questions about the intent and integrity of those responsible for governing and serving communities. It suggests a failure to prioritise the well-being and rights of citizens, especially the most vulnerable.

Corruption plays a significant role in exacerbating the challenges faced in achieving social justice and equitable service delivery. It contributes to the misallocation of resources, poor oversight, and a culture of impunity. The speakers highlighted instances of corruption, such as the mismanagement of the Giyani Bulk Water Project and outright corruption in Giyani, which have directly impacted people's access to clean water. The misuse of procurement and tender processes, along with poor administrative capacity, further compound the issue.



The discussion also touched upon the role of democracy and accountability in addressing these challenges. While South Africa boasts a progressive Constitution and a functioning democracy, there are shortcomings in holding elected officials accountable for their actions. Communities must actively participate in holding their elected representatives accountable, but this requires awareness, engagement, and collective action. The need for electoral reforms to ensure that elected officials are accountable to the electorate, rather than political

parties, was emphasised. Reforms in the electoral system, constituency-based democracy, and participatory decision-making were seen as potential solutions to empower communities and enhance democratic governance.

Despite the pervasive corruption and challenges, there are avenues for change and improvement. Multi-stakeholder collaboration, such as civic actors working together with municipal authorities, can facilitate positive change and co-create solutions. Communities can also seek legal remedies to address issues through the courts, as seen in the case of Makanda. Additionally, active citizenry and civic education are crucial in empowering individuals to understand and participate effectively in the decision-making processes that affect their lives.

Transparency and access to information are vital elements of social accountability. Municipalities should prioritise sharing information and engaging with the public, ensuring that council meetings are accessible and documents are readily available. This open and inclusive approach fosters public scrutiny, helps identify red flags, and prevents corruption before it occurs.

While corruption remains a persistent challenge, the guests expressed optimism about the increasing awareness and exposure of corrupt practices.

# DECAYING INFRASTRUCTURE AND FAILING SERVICE DELIVERY: A GRAVE THREAT TO LOCAL BUSINESS

In this insightful discussion, three business leaders share their perspectives on the critical need for radical collaboration to address the challenges of local government infrastructure in South Africa. Alan Mukoki, CEO of the South African Chamber of Commerce and Industry, Richard Gaybba, Chair of the Makana Business Forum, and Ken Clark, CEO of Twizza Beverages Eastern Cape, shed light on the urgent requirements for quick turnaround times, proper maintenance, and efficient service delivery. Despite the discouraging state of many municipalities, these leaders discuss their efforts to bring about positive change through initiatives like Radical Collaboration and The Circle of Unity.

In this latest interview, Alan Mukoki, the CEO of the South African Chamber of Commerce and Industry, shed light on the pressing need for radical collaborations to enhance local government infrastructure and service delivery in South Africa. The discussion focused on the provision and maintenance of infrastructure at the local level.

Businesses expect quick turnaround times from local governments regarding inquiries and requests, such as water provision, electricity, waste removal, and efficient road maintenance. Speedy and responsive infrastructure is crucial for productivity and competitiveness. The CEO of the South African Chamber of Commerce and Industry, Alan Mukoki, emphasised that functional roads, operational traffic lights, and effective governance are essential for thriving businesses.

The general situation in many local governments in South Africa reflects discouragement due to a lack of skills, accountability, and responsiveness. The lack of incentives for performance and low voter participation contribute to the prevailing problems. Instances of poor service delivery, like water shortages in certain districts, have caused businesses to consider relocating.

Businesses recognise that they should not be responsible for assisting local governments in performing their duties. Instead, the private sector and local government

collaboration should focus on ensuring local governments create the necessary conditions and service-level agreements for businesses to thrive. This means hiring competent and skilled individuals and establishing a culture of accountability and high performance.

The interviewee suggested a radical shift in the approach to local government management to improve the situation. This begins with re-evaluating the type of individuals hired for key positions, such as city managers, and ensuring they possess the necessary skills and competencies. Performance management and a rigorous assessment process, similar to the private sector, can help ensure the right people are in the right roles.

The Mukoki stressed the importance of quantifying and defining culture within local government organisations. This includes setting clear expectations and standards for hiring individuals who align with the desired culture and values. Local governments can establish a cohesive and competent team committed to delivering effective service by doing so.

Clarke, CEO of Twizza Beverages Eastern Cape, shares his experiences with the Queenstown municipality, which has struggled financially and with infrastructure issues. Load shedding and insufficient infrastructure maintenance have negatively impacted his business, leading to increased costs and reduced productivity.

Gaybba, Chair of the Makana Business Forum, describes similar challenges, including water supply issues, electrical failures, poor road infrastructure, and inadequate sewerage treatment. These problems affect the town's economy, which is heavily reliant on the tertiary sector.

Despite the difficulties, Gaybba expresses some optimism due to efforts in radical collaborations and discussions. However, he believes that holding officials accountable is crucial for meaningful change. Clarke emphasises the need for a national plan involving businesses, government, and communities to address these challenges collectively. He



stresses the importance of admitting problems and seeking assistance to find solutions. He also calls for holding local government officials accountable and involving experts to resolve the situation.

Both business owners express concern over the lack of action and the resistance from local municipalities. They highlight the urgent need for collaboration, proper

planning, and financial support to make a significant impact.

In conclusion, the current state of local government infrastructure in South Africa is posing serious challenges for businesses and communities alike. Radical collaborations and discussions show some promise, but urgent action, accountability, and a national plan are essential to create a positive change for the future.

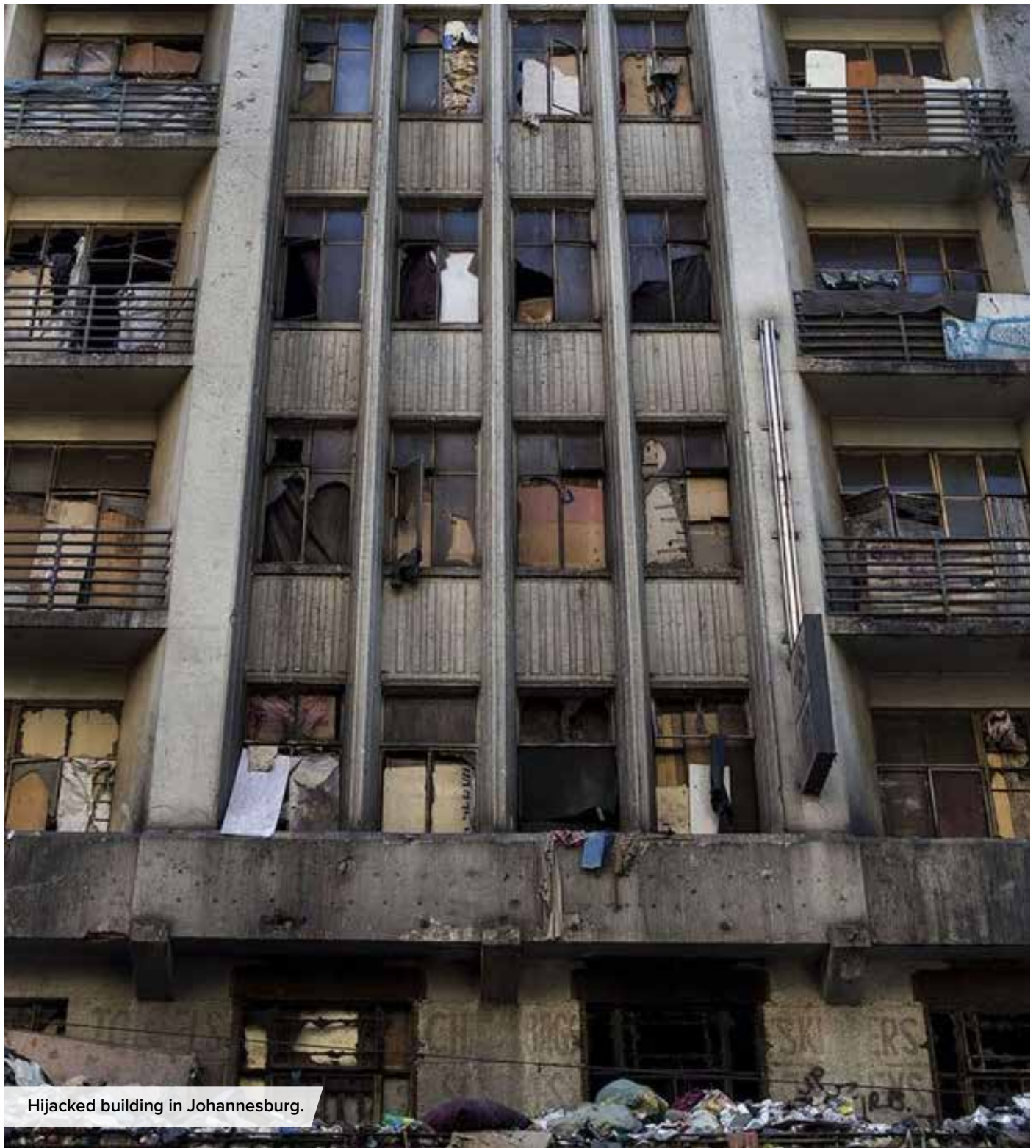


Photo by Jonathan Torgovnik.

# REVITALISING SMALL TOWNS

**IN THE END, INDIVIDUAL PEOPLE WILL ULTIMATELY MAKE THE DIFFERENCE;  
IT IS YOUR PERSONAL CHOICE**

A resounding revelation has emerged after extensive visits to thriving municipalities to uncover their success strategies, collaborations with less prosperous counterparts, and a comprehensive review of dialogues regarding municipal performance. The crux of the matter lies within the realm of people and leadership. The familiar challenges stemming from underperforming local governments have left us with an imperative, one that calls for action rather than perpetual diagnosis.

A recurring theme echoes throughout interactions within the Local Government sector: a pressing need for collaborative efforts among communities, businesses, and NGOs to reclaim agency from governmental bodies. This participatory approach, essential for shaping local futures, seeks to counterbalance local governments' perceived abuse of privileges, propelling communities to engage actively in local governance.

The recent emergence of independent candidates in local government elections raises intriguing possibilities. Could this signal a resurgence of community-driven governance, bolstering the ability to tailor destinies according to communal aspirations? The question arises whether communities yearn for councillors deeply embedded

within their communities, capable of addressing their needs, as opposed to the prevailing cohort controlled by political entities.

Professor Themba Maseko underscores the vitality of enhanced collaboration between communities and local municipalities. This partnership entails mutual responsibility and accountability, yielding improved community outcomes. The presence of dedicated and engaged councillors can facilitate this transformation to radical collaboration.

However, the road to effective collaboration also necessitates shifts within communities themselves. First, communities must select councillors driven by community-centric values, transcending political affiliations, and appoint adept officials to realise municipal mandates. Second, communities must cultivate a cohesive structure conducive to meaningful deliberate collaboration with municipalities.

In addition, electoral reform is worthy of consideration to foster community-centric development and stakeholder collaboration. Strengthening the influence of independent candidates while curbing the influence of proportional representation councillors could invigorate direct



accountability between voters and representatives, reducing political party influence.

That said, authentic radical collaboration hinges on trust and respect among all parties involved. Presently, a growing level of distrust between communities, businesses, and governments hampers collaboration. All stakeholders need to be empowered to participate in meaningful collaboration. The restoration of municipal credibility is paramount for this outcome, a prerequisite for becoming a reliable equal collaboration partner. This demands a shift in municipal leadership paradigms, prioritising community-centric service delivery over political allegiances and improving municipal institutional performance.

Central to the discourse is the readiness of current political and administrative leaders to transcend party politics and cadre deployment and adopt community centricity. This must result in appointing qualified capable officials aligned with community interests and the ability to lead municipalities to a more purposeful culture. Successful municipalities have also showcased the efficacy of separating councillor and administration roles and responsibilities, diminishing political intervention, promoting enhanced agency for municipal managers to manage their municipalities and improving oversight of municipal performance from councillors. In addition, and to promote the organisational change desired for municipalities, government support agents, such as provincial and national departments, must re-evaluate their approach to support and oversight.

Addressing root causes, such as people's capabilities and institutional culture, should supersede symptomatic fixes like debt recovery, revenue management strategy, and service delivery deficiency. Addressing symptoms will, at best, result in short-term impact. Addressing municipal performance cannot exclude the important relationship between corruption and social justice, an outcome of better service delivery. Every misappropriated rand undermines the state's capacity to address marginalised communities' social justice struggles. Radical collaboration between all stakeholders, including the municipality, must adopt a zero-tolerance stance on corruption, demanding accountability from all wrongdoers. This will free up the resources to address community infrastructure development needs. To support the infrastructure redressing needs to bridge the social justice gap and promote local business retention Alan Mukoki, CEO of the South African Chamber of Commerce and Industry, underscores the imperative of radical collaboration between businesses and local governments to enhance infrastructure, service delivery



and development. This partnership should empower municipalities to deliver rather than supplant their responsibilities, ultimately benefiting the community.

The looming trend of failing small-town economies underscores the urgency for radical collaboration and small-town rejuvenation. Departing businesses and resourceful residents exacerbate marginalisation, leaving struggling communities devoid of resources, options, and hope. Collaborative efforts must transcend challenges, focusing on infrastructure maintenance and service delivery to retain and attract local businesses that will provide communities with work opportunities and grow municipal tax bases enabling local sustainability.

The Makana Circle of Unity's progress serves as a beacon of hope for small towns. Collaboration between the community stakeholders and the municipality, rather than against the municipality, yields positive results. While change is gradual, fostering collaboration amid historical mistrust holds promise and is worth pursuing. The stark reality is that collaboration faces opposition from many stakeholders preferring chaotic polarised environments that serve their individual agendas. Communities must not fall victim to these leaders and persist in serving the greater good for all. Radical Collaboration starts with early adopters who gradually influence more stakeholders to subscribe to collaboration as success is realised.

As Charles Darwin aptly put it, survival hinges not on strength alone but on adaptability. The call for rejuvenating small towns is anchored in a personal and institutional transformational shift, one reliant on purpose, collective efforts, community centrality, and unwavering radical collaboration between community and local government.



# CREATING COLLABORATIVE CIVIC COALITIONS: THE MAKANA CIRCLE OF UNITY

**E**xplore the inspiring story of the Makana Circle of Unity, a Collaborative Civic Coalition, as part of the Kagiso Trust campaign. In this interview, Paul Smith, the Local Government Support Head for Kagiso Trust, and Sisesakhe Ntlabezo, the Programme Manager at Makana Circle of Unity, share their experiences in fostering radical collaboration to improve service delivery and governance at the local level. Discover how they navigate challenges, build trust, and bring together stakeholders to work towards a common purpose, providing valuable insights into replicable models of community-driven development.

In the realm of community development and governance, fostering collaboration among stakeholders can lead to transformative change and improved service delivery. The story of the Makana Circle of Unity, a Collaborative Civic Coalition, exemplifies the power of collective action and radical collaboration to address community challenges. As part of the Kagiso Trust campaign, this initiative has emerged as an inspiring model of how diverse entities can work together to create a positive impact at the local level.

The interview with Paul Smith, the Local Government Support Head for Kagiso Trust, and Sisesakhe Ntlabezo, the Programme Manager at Makana Circle of Unity, sheds light on the genesis and journey of this transformative

coalition. The focus of the discussion was on the history of problems faced by communities, debt, and how Kagiso Trust got involved in supporting municipalities to enhance service delivery and governance.

Their journey began with Kagiso Trust supporting the municipality of Makana in revenue management, and this cooperation led them to explore ways to empower marginalised communities and create a more community-centric development environment. However, they soon realised that the key issue was the polarisation of





communities and the lack of an enabling environment for development. Thus, the focus shifted to working with key stakeholders in Makana to bring back the voice of the community and encourage local development with a community-centred approach. This initiative gave birth to the Makana Circle of Unity.

What sets the Makana Circle of Unity apart from other coalitions in the country is its commitment to a distributed leadership model. This model enables various individuals to contribute their expertise and skills without the need for formal leadership positions. Additionally, the coalition stands out as apolitical, ensuring that collaboration with the municipality is effective and focused on common goals rather than partisan interests. This approach has allowed them to engage with the municipality more effectively, gaining their trust and support in the collaborative process.

However, building a collaborative civic coalition like the Makana Circle of Unity is not without its challenges. One of the main hurdles they encountered was the perception of local political actors who might feel threatened by outsiders entering their territory. To address this, the coalition worked towards transparency, communicating their intentions clearly, and seeking permission from the municipality to engage with the community. By building trust and demonstrating their commitment to working together, they were able to foster a more positive relationship with the local political actors.

The benefits of their collaborative approach have been remarkable. One of the significant achievements of the Makana Circle of Unity has been the establishment of a strong education cluster, uniting various stakeholders in

the education sector to address challenges collectively. Furthermore, the coalition has been successful in attracting government funding to employ unemployed youth for community development projects, benefiting both the community and the local economy.

While the Makana Circle of Unity is an inspiring example, it acknowledges that collaborative efforts might not be universally accepted. There are individuals and entities that resist structured, organised collaboration as it might challenge their agendas. Nonetheless, the coalition believes that through time, trust-building, and committed individuals, change can occur, and meaningful progress can be made.

As the interview concludes, both Paul and Sisesakhe emphasise the importance of active citizenry. Waiting for someone else to solve problems or change the status quo is not an effective approach. Individuals can play a meaningful role in fostering change by getting involved in their communities, collaborating with like-minded individuals, and working towards common goals. Even the smallest contributions can lead to a positive impact when united under a shared purpose.

The Makana Circle of Unity is proof that collaborative civic coalitions can pave the way for transformative change and better governance at the local level. By building trust, fostering transparency, and staying committed to their shared purpose, they have set an inspiring example for other communities across the country. Their ongoing journey demonstrates that with determination, persistence, and a focus on community interests, radical collaboration can create a brighter future for all.





# FOSTERING PURPOSE AND COLLABORATION: TRANSFORMING MUNICIPALITIES FOR COMMUNITY PROSPERITY

The 2023 report by the Auditor General (AG) revealed that only 38 out of 257 municipalities received a clean audit report, indicating a decline from the previous year. The underlying issues were poor leadership, lack of accountability, and a shortage of skills. The AG went on to confirm that local governments experienced growing dysfunctionality, poor financial mismanagement, administrative instability, and crumbling service infrastructure, all leading to declining living standards for communities.

To address this negative trend and to promote the future prosperity of communities and municipalities in South Africa, the following two critical factors must be addressed:

- The political will to transform municipalities into functional institutions and to collaborate effectively and authentically with non-government stakeholders.
- The ability of non-government stakeholders to unite and structure themselves to collaborate with their municipalities for better outcomes and become active citizens.

Municipal institutions are only as good as those leading and working within them. Therefore, developing an effective, purposeful, and responsive local government sector requires committed leadership and management teams, including the executive team, to drive the change. An aligned and dedicated municipal executive team plays a crucial role in shaping the transformation of underperforming municipalities.

The successful performance of municipalities directly correlates with the attitude, purpose, and skills of their leaders and staff. Evidence from both private and public sectors shows that purpose-driven organisations outperform their counterparts. In South African municipalities, a lack of effective leadership, management capability, and political culture hinders progress and development within many communities.

The journey of municipal transformation and improved performance must start from the top of the organisation. The municipal executive team, including the mayoral committee and the municipal senior management team,



must be held responsible for fostering a purposeful institutional culture and held accountable by government and local non-government stakeholders for any lack of performance.

The key question lies in whether our current batch of municipal executives have the capability to abandon the prevailing self-serving political and leadership culture and politically oriented culture to adopt a new brand of leadership that effectively transforms underperforming municipalities and to instil a community-centric culture. The goal for municipal executives should be to recreate purpose-driven municipalities that genuinely engage with and serve the community's needs, promoting trust and nurturing stakeholder collaboration.

Achieving this outcome requires a new breed of municipal executives, managers, and leaders who are committed to the following actions:

- To reignite authentic purpose among staff and ensure that the organisational strategy inspires a strong sense of purpose, belonging, and community centricity.
- Creating a municipal identity statement that upholds purpose and above values as non-negotiable principles, with clear consequences for any deviations.
- To react appropriately to violations of the identity statement to demonstrate the commitment to customer centricity and purpose.

- Commit to the long-term efforts of building a purposeful organisation and reconnecting municipal employees to the importance of their service delivery work and its impact on communities.

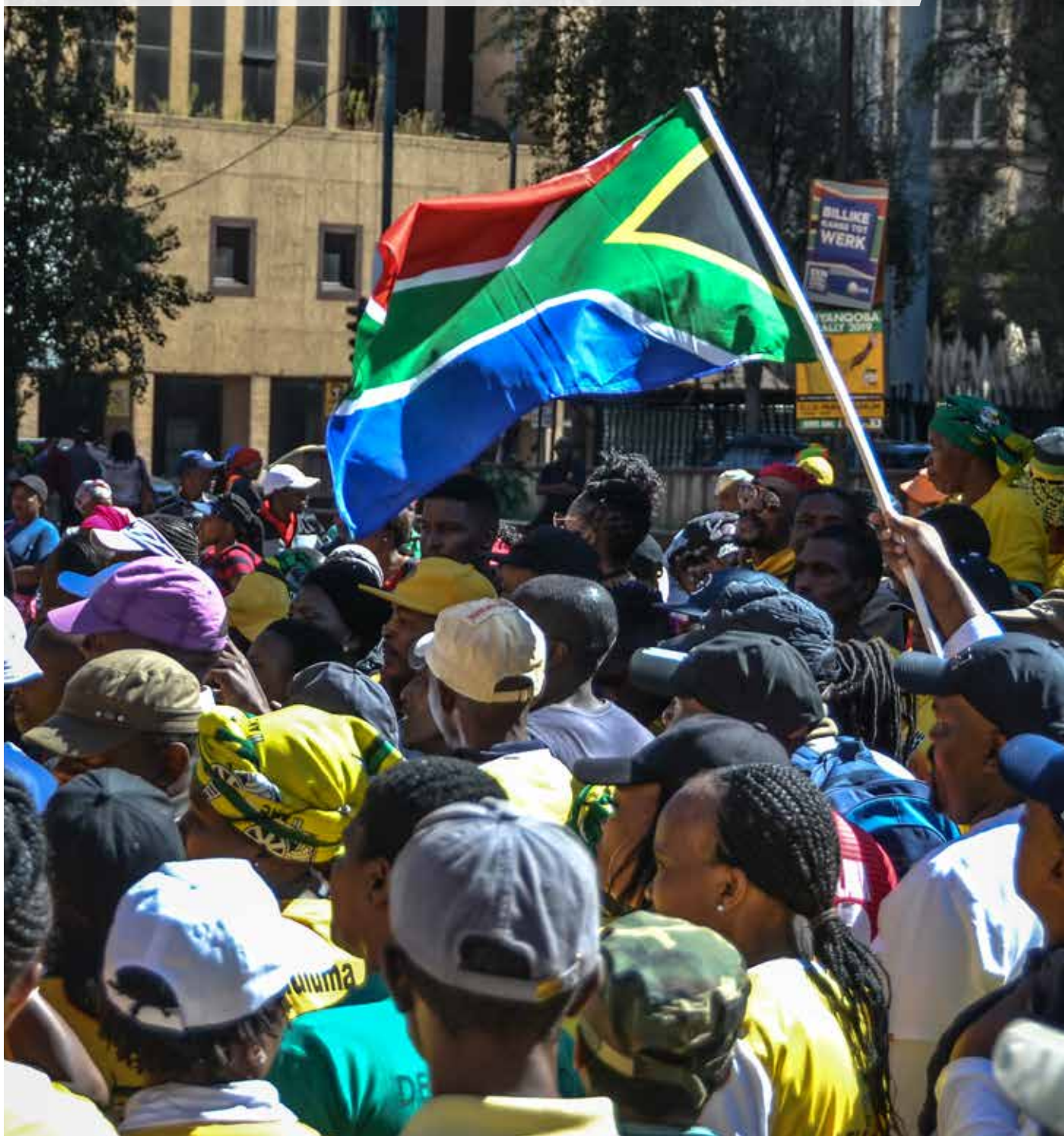
In addition, to support municipal transformation, active citizenry is essential. This includes voting, attending municipal meetings, participating in local dialogues and contributing to the solution. Community stakeholders must organise themselves in a manner that enables collaboration with the municipality actively working towards positive change.

To shape an enduring collaborative and purposeful environment that fosters small-town prosperity and rejuvenation, leadership teams from communities and municipalities must embrace behaviour change that promotes an enabling environment for development. Radical stakeholder collaboration is the key to future prosperity, and it includes rebuilding relationships and trust, deeply understanding local issues, participating in inclusive ideation and planning, and solving problems together for the greater good of the community.

When the dust settles, we all need to ask ourselves the critical question, what role did I play in the success or demise of my municipality and community? Working together with a clear sense of common purpose can pave the way for a brighter and more prosperous future for future generations. Get involved.



# RADICAL ACTIVISM IN A POST LIBERATION CONTEXT





*On the occasion of the 105<sup>th</sup> anniversary of South African leader and global icon Nelson Mandela's birth, the Kagiso Trust convened a panel discussion on Twitter and invited public comment and interaction.*

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The discussion was led by seasoned broadcaster and analyst Khaya Sithole, who chaired the panel of activist leaders invited to share their vision, experience and knowledge gleaned from serving at the coalface of active citizenry interventions in present day South Africa. The past three decades have seen a shift from radical protest politics to an emerging approach and *zeitgeist* hash tagged as #RadicalCollaboration. This provided the platform for interactive discussion to examine performance issues affecting municipal management, and to identify the available options and solutions needed to resolve current service shortcomings faced by citizens countrywide.

## INTRODUCTION

The Makana Municipality was selected by KT as a pilot project for testing the Radical Collaboration model. The Makana Circle of Unity (MCU) is a model of radical collaboration, and political civic coalition, which empowers the community to address local development issues while working harmoniously with the local municipality.

## THE NATURE OF STRUGGLE IN TIMES OF PEACE

Mandisa Tselane, Kagiso Trust's Head of Communications and Marketing, provided the background of the role Kagiso Trust performs in continuing the quest for achieving prosperity for South Africans in an equal, equitable and just society framework. From its inception in 1985, the vision and courage of Kagiso Trust's founder members, which included Dr Beyers Naude, Dr Max Coleman and Bishop Desmond Tutu, played a vital role in providing recourse and relief for citizens who were disenfranchised and subjected to the ongoing injustices imposed by apartheid policy, via empowerment projects and community upliftment, which included access for those in marginalised and rural spheres. Post 1994, the organisation has expanded its influence to include sustainable education and poverty relief interventions, to enhance community wellbeing and socio-economic upliftment on a broader scale.

## MEMBERS OF THE PANEL

### Khaya S. Sithole – Panel Chairman

Chartered accountant, academic, activist, radio broadcaster, and writer. Khaya served as the resident political and financial analyst, writer and talk show host on Kaya FM and Power FM and is a regular contributor on politics and finance for eNCA, Open News and the SABC.

### Zukiswa Kota

Programme Manager at the Public Service Accountability Monitor, Rhodes University. Zukiswa's specialties include research, civil society advocacy, monitoring and research, project management, residence administration, promotions. She contributes her specialties to Imali Yethu, National Treasury, the Budget and Expenditure Monitoring Forum (BEMF) and the Budget Justice Coalition. Zukiswa also serves on the Board of Trustees of the Equal Education Law Centre (EELC)

### Marlene Ogawa

Country Director, Synergos. Marlene Ogawa is a passionate facilitator who has worked within the private sector, and NGOs globally and the government of South Africa. Her expertise is in designing and implementing adult learning and sharing interventions addressing both micro and macro needs. Her work at Synergos focuses on bridging leadership through individual and collective transformation.

### Paul Smith

Local Government Support head, Kagiso Trust. Paul has consulted into the Local Government sphere government since 1997 and has headed up the Kagiso Trust Local Governance program since 2010. Paul's role in Kagiso Trust is to both manage consultancy business and continually innovate new approaches to local government sustainability and strengthening local governance structures to enable stakeholders to be collaborative in finding effective solutions that impact their communities.





Executive Mayor Yandiswa Vara and newly-appointed Makana Municipal Manager Pumelelo Kate at stakeholder meeting at the City Hall.

Photographer: Jackie Clausen. <https://grocotts.ru.ac.za/2022/11/15/makana-is-dysfunctional-and-toxic-cogta-finds-in-its-damning-report/>

The objective of the Twitter conversation was to focus on governance, with the spotlight on municipal issues impacting the country and its citizenry at large. As South Africa completes its third decade of democratic rule, the emerging nature and methodology of effecting radical change stands in stark contrast to the limited options available to former liberation struggle heroes, whose persistent attempts to engage and reason with authority were thwarted. With a constitution that now commits to fostering a just and equitable society, citizens and modern-day activists can now apply collaborative and inclusive engagement practices to effect lasting and meaningful change in their own communities. The early stages of positive change seen in the Makana municipal district bear witness to the ongoing future potential and efficacy of this approach.

## EXPLORING THE FACETS OF ACTIVE CITIZENSHIP

As the programme manager at the Public Service Accountability Monitor at Rhodes University, Zukiswa Kota touched on the overall desired outcomes of active citizenship, which serve, in broad terms particularly in the case of the interventions provided by the Kagiso Trust, to capacitate young people, residents and others, including municipal officials to better understand their roles and the entry points they can access. Apart from the more widely understood concept of volunteerism, to help improve

service delivery and make a meaningful contribution to the betterment of their society and environment, there are other effective options to consider. These are being promoted in a project in which she participates, called Action for Accountability. The ultimate aim of the project is to engage the community in helping to create the kind of place they want to live in, with the kind of leadership they want to be led by, by equipping themselves to learn how to engage with official structures. In response to a question posed by the chairman, it was agreed that while volunteerism should be encouraged as an entry point to activism, it should be applied with a degree of circumspection, in conjunction with municipal efforts to avoid usurping or absolving officials of their duty to deliver on their mandates.

In addition, Kota stated the importance of citizens learning how and what to access in terms of access to information applicable to the constituency, To enable them to interact and hold office bearers to account - and to learn how to ask the right questions and to ensure that accountability is upheld, while officials need to fulfil their duty of being available at these sessions.

## BURYING THE HATCHET FOR BETTER OUTCOMES VIA SYSTEM-CENTRIC PRINCIPLES

The Makana municipality was adopted as a pilot model for applying this business model, to bring greater change to

marginalised communities. When first arriving on site, Paul Smith, Local Government Support Head at Kagiso Trust, was struck by the degree of polarisation in the surrounding community and civil society, in addition to the extent of the struggle faced by the local municipality. So, despite the many valuable initiatives in progress, their impact was limited by the insularity in their approach. By focusing on creating an enabling environment, creative ideation and solution for local level issues, stakeholders. Including, hiring were engaged and encouraged to share in round table discussions and to start the conversation about local problems.

Although it's not yet perfect, the beginnings of cohesion and shared common cause have started to achieve results at green shoots level. While it's accepted that the process of change is not achieved overnight, providing structure and engaging the municipality to step up to the plate is eased by replacing egocentricity with a system-centric approach and gradually shifting the mindset of the players involved. The proof of the benefits for all members of the community was demonstrated by the National Arts Festival event activation being managed in conjunction with the municipality and other stakeholders, hiring many local unemployed residents to clean up the town and fill potholes plus other maintenance work, with funding sourced from a national fund.

The next step will be to empower the municipality to be a better collaboration partner on an ongoing basis.

## **BRIDGING LEADERSHIP – SHOWING UP WITH COMPASSION**

Marlene Ogawa, facilitator and country director of Synergos stressed the importance of seeing issues from varied perspectives, eye to eye and showing up with compassion to enable problems to be solved collaboratively. Recognising that South Africans are still living segregated lives, the importance of deeper understanding of the issues faced by our fellow countrymen and neighbours is paramount for building trust and addressing inequalities. Breaking away from an insular approach is facilitated by providing a sense of belonging to the communities in which we all live, bringing youth on board and by seeing problems as collective issues affecting the greater community, rather than relying on the courts and legal process to resolve differences, which has not proven to be effective in uplifting communities in the past. She went on to reiterate that community ownership of the problem is vital to bringing about sustainable solutions, because politicians and officials often come and go but community members stay, as they form the most reliable link in

sustaining wellbeing and maintaining positive outcomes and impact through future generations.

## **FEEDBACK AND QUESTIONS FROM PUBLIC PARTICIPANTS**

Callers raised questions of how they could become effective as active citizens in the face of issues such as loadshedding, overcrowded and under-resourced hospitals? Where they expressed a sense of powerlessness at an individual level, even though they pay taxes to afford them the right to access these services.

Another caller asserted that the soul of the nation has become downgraded in post liberation South Africa. Whereas during apartheid communities shared a call to act, which was necessitated by being politically disadvantaged, members of community actively volunteered their time and resources, sharing responsibilities to compensate for the lack of services and fair treatment they endured. But post democracy, where the new government was trusted to restore justice and equality, what steps and actions can citizens take to regenerate morals and restore the dignity enshrined and promised in our constitution?

Furthermore, what can we as citizens do to reclaim their dignity so that poverty, unemployment, crime and inequality coupled with equity, becomes the responsibility of citizens?

A timeline participant asked what can be done to rebuild trust.

## **MAKE IT YOUR EXCUSE OR MAKE IT YOUR REASON**

In response to the latter, Paul Smith agreed that the sense of common purpose needs to be revived. Taking the first step, starting small and collaborating with those who share common cause is vital to effecting change. Institutions need to be re-purposed, to ensure that those entrusted with authority and managing municipal services realise the consequences of non-delivery for their local communities, which at the end of the day, are their own friends and families. Business and communities need to adopt a slight change in attitude to see themselves as part of the solution and take ownership of the problem and accordingly hold leadership to account in a spirit of collaboration and active engagement. Acknowledging that there are real problems to be addressed, he urged that people choose to either "make it your excuse or make it your reason", which aptly defines the passionate attitude and sense of commitment required to promote change.

Marlene Ogawa echoed the sentiment by stating that we

live in two different worlds in this country and that there needs to be a political will, with civil coalition as well as energy and a commitment to working together to produce and co-create sustainable outcomes.

## KEY LEARNINGS TO INFORM THE WAY FORWARD

The context of the situation faced by the task team when taking on the Active Collaboration intervention in Makana in 2019 should be taken into consideration, to measure or assess its effectiveness.

The extent of some of the problems inherited are listed in abbreviated terms.

The Makhanda High Court in January 2020 ordered that the Makana municipality be placed under administration and dissolved, following many years of chronic basic service delivery failures. The court stated that the municipality had shown a “consistent failure to perform its obligations” and that it was in a state of “crisis” and “collapse”. One of the severe consequences of non-delivery was that the town had run out of water on several occasions dating back to 2014. In addition, the infrastructure was visibly crumbling and the roads were potholed and in need of urgent repair.

The pandemic and subsequent hard lockdown of the following month, February 2020 exacerbated the situation and resulted in increased levels of poverty and unemployment, as many businesses were shut down and prevented from trading.

The National Arts Festival which had been hosted by the city of Makhanda every year since 1974, and is the largest festival on the continent, faced the threat of being cancelled due to social distancing and travel restrictions imposed by the lockdown. As a major contributor of revenue not only to the local economy, but to artists and small and medium business operators locally, nationally and internationally, it was imperative to find a creative solution to ensure its continued appearance.

When Kagiso Trust’s Local Government Support, Paul Smith arrived on site, it was apparent that members of the community had initiated projects of their own accord, in order to survive and avert the crisis, but were operating mostly in isolation and needed support to enable their efforts to bear fruit.

## THE SHOW MUST GO ON – ADAPTING AND FINDING SOLUTIONS

A process of stakeholder engagement was initiated to facilitate greater change in marginalised communities. Participants were encouraged to set aside their differences, to share and actively listen to the problems being aired and collaborate to agree on solutions. Stakeholders were encouraged to be less ego-centric and more focused on systems to remedy the issues, and to view the problems on a deeper level of detail. This enabled more cohesive problem solving and enhanced effective participation.



NAF2023 – The Official Opening Ceremony.

Photographer: Mark Wessels. [www.dailymaverick.co.za/article/2023-07-05-still-kicking-the-beating-hearts-drums-interwoven-with-trauma-and-intimacy-at-the-2023-national-arts-festival/](http://www.dailymaverick.co.za/article/2023-07-05-still-kicking-the-beating-hearts-drums-interwoven-with-trauma-and-intimacy-at-the-2023-national-arts-festival/)





Aerial view of Makhanda.

*Times life image file. [www.timeslive.co.za/news/south-africa/2019-12-12-makhanda-stays-after-failed-court-bid-to-revert-city-name-to-grahamstown/](http://www.timeslive.co.za/news/south-africa/2019-12-12-makhanda-stays-after-failed-court-bid-to-revert-city-name-to-grahamstown/)*

As a key driver of revenue from employment opportunities, tourism and ticket sales, the National Arts Festival went ahead but was adapted to comply with social distancing regulations via live streaming of online performances during 2020 and 2021.

The festival resumed as a live venue activation in 2022 and succeeded in attracting top local and international performers albeit on a smaller scale.

The 2023 festival stepped up the pace. Although advance bookings got off to a slow start, it gathered momentum just before launch and brought in “thousands” of visitors with several performances being sold out ahead of opening.

The task team assisted the organisers to successfully apply for funding from a national fund and were able to provide work to many unemployed local citizens, to fill potholes and carry out maintenance work on surrounding infrastructure. The scale of the festival was confined to a level which could accommodate generators to keep the performances and venues operating without interruption during loadshedding.

The 2023 festival received positive critical acclaim from the media and audiences, providing added encouragement and validation of its success. Despite having to navigate challenges imposed by loadshedding and neglected infrastructure, live attendance and tourism was re-ignited to start working towards regaining the ground lost during lockdown.

This process demonstrated to the affected communities how much positive change is possible and more achievable with a collaborative and inclusive approach.

## CONCLUSION

Resorting to litigation to remedy non-delivery, while providing a sense of validation and justice, has not proven effective in providing relief, and has failed to change the circumstances of affected communities. For this reason, as citizens we need to build relationships with one another as a means of building trust - between both citizens and businesses, for it to be sustainable. It must be borne in mind that communities are the constant priority factor in all cases, and building relationships across all diversities is vital to restoring healthy, functional societies, as politicians and businesses come and go, but it is communities that stay and define their territories across successive generations.

The positive trickle-down effects of collaborative efforts applied to the re-launch of the 2023 live festival activation provided an opportune vehicle for community members across all socio economic levels to interact and cooperate on an inclusive, personal basis. It provided an ideal vehicle for practical experiential learning and demonstrated the benefits of its application. This outcome augurs well for future engagements and projects required to remedy the decline of service delivery.

As Paul Smith noted, the current situation is not yet perfect, but the outcome nonetheless has birthed “green shoots” and empowers organisations to proceed to the next stage of action. The next plan includes radical collaboration and engagement with municipal structures, and to additionally hold responsible officials to account for future service delivery.

# AGEING INFRASTRUCTURE AND FAILING SERVICE DELIVERY



Service delivery protests Alexandra Township in Johannesburg.

Photographer: Homas Holder/Eyewitness News <https://ewn.co.za/2021/06/22/there-s-some-degree-of-political-involvement-in-service-delivery-protests-municipal-iq>

***In the second of the series of Twitter Spaces conversations convened by Kagiso Trust, the protection and maintenance of infrastructure was headlined as the next issue to ventilate.***

**T**he first panel discussion in the series kicked off with the theme of Radical Collaboration as the most effective means to engage and gain cooperation and compliance in improving the effectiveness of local governance, reviewing the processes inherent in adopting the spirit of the approach and system-centric guidelines.

This approach has started to deliver early indicators of success, along with all-important shifts in attitude and willingness to cooperate, despite significantly more work being required to address the damage and deterioration which had set in prior to the intervention.

The conversation now flows naturally to the next area of focus, which is maintaining and preserving public infrastructure, the lack of which had been flagged and encountered as an obstacle to progress on many levels in the pilot project under review.

## WHEN THE CAUSE BECOMES THE SACRIFICE

Almost 30 years after the introduction of democratic rule, via a seemingly miraculous peaceful transition, South Africa finds itself at a crossroads due to the consequences of under-performance in local government structures. Apart from the dilapidation of infrastructure being visible to the naked eye, the lack of service delivery has created simmering discontent and has led to sporadic violent protests by affected communities.

A strange anomaly is that inadequate infrastructure, being the reason for the protest, most often becomes the victim, when widespread burning and looting erupts and results in the destruction of the already limited resources at the community's disposal.

This anomaly was acknowledged by the panel and largely drove the discussion, which centered on exploring the interlinking elements which surround the issue, broadly summarised as:

- How can the country's infrastructure assets be preserved and protected from further destruction?
- Why do protesting communities sometimes resort to destroying the limited infrastructure they currently have?
- What measures can be taken to ensure that existing infrastructure is preserved and protected?
- How can the development of new infrastructure be accelerated and facilitated?
- What steps can be taken to instil a sense of civic pride in affected communities?
- What are our roles and responsibilities as citizens and what are the duties of elected officials in the maintenance and provision of public infrastructure?
- Where do we turn to ensure that these assets are maintained?

The discussion was chaired by Khaya Sithole and featured guest panellists with expertise and knowledge to impart, along with the wisdom gained from their first-hand experience in the field of active citizenry and public service and accountability.

## THE WORK AND ROLE OF THE KAGISO TRUST

Ms. Mankone Ntsaba related the background and evolving structure of the Kagiso Trust. Established in 1985, at the height of political unrest, the primary objective was to provide legal and socio-economic support for victims of apartheid, including political detainees and members of affected communities in the townships, when children

## MEMBERS OF THE PANEL

### Ms. Mankone Ntsaba

Chairperson of Kagiso Trust. Ms Mankone Ntsaba is very passionate about community development and poverty eradication and has worked on various development programmes in rural areas of South Africa. She has been with the Board of Kagiso Trust since 2009 and has served in numerous roles within Kagiso Group as well as Universities of Zululand and Transkei and also sits in the Board of Rand Water.

### Dr. Sithembile Mbete

Lecturer in the Department of Political Sciences at the University of Pretoria. Dr Mbete specialises on international relations, South African politics as well as South Africa's foreign policy. And has published on accredited journals with her research being funded by National Research Foundation (NRF), the American Social Science Research Council (SSRC) and the Mellon Foundation.

### Professor Sam Goldman

Has extensive experience in matters of public policy formulation and public policy deliberations. He formed part of a team of experts that developed the National Policy Development Framework, which was commissioned by the Department of Planning, Monitoring and Evaluation within the Presidency. Over the years he has delivered over 50 conference papers and published more than 20 articles in a variety of journals. He is currently the director of the School of Economics and Management and the Faculty of Management and Law in the University of Limpopo.



Service Delivery protests in Makhanda.

[www.thedailyvox.co.za/makanda-and-the-future-of-service-delivery-protests-in-sa/](http://www.thedailyvox.co.za/makanda-and-the-future-of-service-delivery-protests-in-sa/)



were prevented from attending school as the violence escalated. During and post the transition to democracy, the Kagiso Trust has since expanded into additional intervention areas in response to the changing needs of the country and its citizens prior and subsequent to liberation. Having achieved renown and measurable ground-breaking successes in schools' education in the Free State and Limpopo in recent years by creating and restoring functionality, the past 5 years have seen the efforts being extended to participating in local governance issues pertaining to agriculture and socio-economic development. While operating in this sphere, the gaps apparent in local governance and local government led to the establishment of a programme to provide support and help address shortcomings.

The experience gleaned in these programmes has repeatedly brought home the importance of public participation in the planning, implementation, and ongoing maintenance of infrastructure development, including budgeting and revenue collection. Early and ongoing public participation is key to preventing a scenario of getting involved only once the infrastructure has reached a stage of near collapse.

### **THE COUNTRY'S ASSETS DO NOT BELONG TO THE GOVERNMENT OR MUNICIPALITY – THEY BELONG TO YOU AND ME**

Dr. Sithembile Mbete as director of programmes for Future Elect is actively engaged in leadership training for public

leaders to ensure that they are equipped to engage in formulating public policy. In response to a question, Mbete stated that there is much work to be done to get citizens to appreciate the infrastructure that we have as being, that a public good. In economic terms, a public good is defined as a commodity or service available to all members of society without exclusion, which is usually provided by the state or governments, and which is paid for with taxation.

Iterating that all members of society pay tax in one form or another, from income tax to PAYE to VAT, our contributions to the country's fiscus entitles members to public goods. This means that functional and safe transport, sanitation, hospitals and schools and libraries, along with safe, well-maintained roads and street lights are some of the public goods that we're supposed to be provided as part of the social contract we enter with those responsible for governance. In addition, the constitution mandates public participation in planning and budgeting processes, particularly at municipal level. This was intended to provide a sense of common ownership, regardless of race or class of our national infrastructure at provincial and local level. However, this sense of common ownership has acutely declined and coupled with negligence by government and officials to provide or maintain new infrastructure, the wanton destruction and dismantling of infrastructure such as rail networks, particularly in the past three years since COVID, as an expression of their dissatisfaction and anger at the country's politics, has resulted in a massive deterioration of our infrastructure.



Residents of Hammanskral, Pretoria waiting for tankers to fill their buckets with water, as their water problems continue.

Photographer: Homas Holder/Eyewitness News <https://ewn.co.za/2021/06/22/there-s-some-degree-of-political-involvement-in-service-delivery-protests-municipal-iq>



A hijacked building in the Johannesburg CBD.

Photographer: Michelle Banda. [www.dailymaverick.co.za/article/2023-08-31-inside-joburg-hijacked-inner-city-buildings/](http://www.dailymaverick.co.za/article/2023-08-31-inside-joburg-hijacked-inner-city-buildings/)

In addition, politicians need to avoid adding fuel to the fire by uttering callous dismissals of citizens' legitimate dissatisfaction at the lack of promised services, such as that displayed by the responsible minister when Hammanskraal ran out of water, despite taps having been installed. Their situation needs to be acknowledged and treated with the respect they deserve.

Attention was drawn to the fact that the violent protests were a last resort by communities who, in most cases had followed all the necessary steps of engagement with authorities, but without success. The benefit derived from this extreme form of protest is the media attention and coverage it attracts, ensuring that their grievances are publicised and heard.

### **THE COUNTRY'S GROWTH OBJECTIVES NEED MORE ATTENTION – WHAT WILL IT TAKE?**

Responding to the question regarding what drives wanton destruction of public assets as witnessed in the many incidents of citizens burning down schools, libraries and municipal buildings, Professor Sam Koma stated that the philosophy of development adopted by the democratic government in 1994 was flawed, because the public participation factor was not strongly applied, which created a lack of buy-in and a lack of sense of ownership. And with citizens not being central to the planning process during project development, the public participation exercised by authorities becomes meaningless and is reduced to a system of ticking boxes as a means of compliance.

To change this cycle, the paradigm on the part of the government needs to shift and to start involving citizens by meaningfully engaging with the government in development and maintenance processes. Many examples of public infrastructure projects costing billions to date, from housing to water projects which are meant to provide villages with clean water, remain unfinished almost 10 years later, providing solid evidence of the shortfalls brought on by a lack of meaningful public participation, which creates extreme levels of dissatisfaction and a sense of alienation among the citizens whose patience has been severely tested across generations, and whose hopes and belief in positive change have been dashed.

Furthermore, the economy's reliance on effective and functional infrastructure is emphasised by the recent IMF report which projects that economic growth of 2% can be achieved if Transnet and Eskom are fixed, which further demonstrates the important role that functional infrastructure plays in economic growth and poverty alleviation.

### **EFFECTIVE BUDGETING NEEDS TO BE APPLIED**

While funding exists for the development and maintenance of these long-awaited and overdue services and facilities, the lack of engineering and technical skills in municipalities results in the institutions' inability to spend, apply for, and use the funding effectively to create and maintain the intended levels of infrastructure. Additionally, the majority



of the funds are currently being channelled towards operating budget and insufficient spending is made on capital projects, which further depletes meaningful growth.

And when public facilities are developed, more attention needs to be paid to accuracy and holistic planning in budgeting. An example put forward by Dr. Mbete, being two community halls, which were built 10 years ago and have stood locked and empty ever since because the necessary financial considerations required for staffing and stocking the structures with fixtures and supplies such as library books and consumables were overlooked and excluded, resulting in a proverbial white elephant syndrome. Similarly, existing irreplaceable legacy structures which were inherited from the past require maintenance, which is not being provided, and results in their dilapidation and ultimate irreversible decline. This is attributed to the authorities currently in office not feeling a sense of connection or ownership to structures developed during colonial rule, despite the value inherent in their preservation, and despite these structures now being under their rightful ownership and inheritance.

### **THE BALANCE OF POWER BETWEEN CITIZEN AND STATE NEEDS TO BE RESTORED**

When asked for comment about the apparent lack of skill or care demonstrated in municipal structures, Mankone

Ntsaba concurred that while there are notable exceptions, there is an evident downward trajectory where those employed in responsible positions lack the requisite skills and qualifications to perform crucial functions that are needed to plan, implement, and manage budgets and projects. And while legislation exists to make public participation one of the conditions incumbent on development and maintenance projects, the missing factor is that there is no mechanism in force to assist in making the laws and policies operational. In projects they have seen, citizens are literally shut out of municipal planning and activities.

A case in point is the balance of power in the relationship between citizens and local councils. Many citizens are unaware of their right to sit in and participate in council meetings and make inputs into budgets. That space is not being actively made in council to accommodate citizens' participation. If this balance of power was adequately addressed, citizens would feel a greater sense of connection to and ownership of the infrastructure available to them. This in turn would make citizens more inclined to take it upon themselves to protect and defend public infrastructure, making these structures less vulnerable to vandalism and destruction. This is achievable and once enacted, the infrastructure would not require high levels of policing, as citizens themselves would be more inclined



Underground gas explosion in Bree Street, Johannesburg.



to defend these structures and services as property that belongs to them personally.

Furthermore, the legislation currently in force needs to be reviewed and updated as it was promulgated in a time when the situation on the ground was different to that which prevails today.

Citizens need education and need to be provided with information regarding their rights to public consultation, in order to shift and rectify the balance of power between government and the taxpaying public.

### **RESTORING CIVIC DUTY TO IGNITE CHANGE AT GROUND LEVEL**

Professor Koma highlighted the fact that prior to 1994 most of the schools, libraries and other community facilities were constructed by community members via their own contributions and that it is crucial to now shift the focus to accommodating communities via cooperatives, NGOs and civil society groups to both construct these assets and provide some of their services. This in turn will require a shift away from the current system of tenders which dominate state operations.

Ms. Mankone Ntsaba supported this assertion by highlighting the fact that since 1994, the electorate and people on the ground stopped feeling the need to be involved in organising and became increasingly disempowered in the process. However, where public participation has occurred, it has created and cemented relationships between citizens and municipal officials, triggering positive engagements and outcomes. This emphasises the need and potential of civic education to enable citizens to bring about and influence change from ground level upwards.

### **CONCLUSION**

The system of governance introduced after the 1994 elections should ideally be reviewed, to correct and remove the loopholes which are currently enabling development budgets to be exploited and used as a means of merely rubber stamping for compliance purposes. This enables funding to be diverted away from its intended purpose and results in infrastructure neglect and deterioration. Disadvantaged communities whose expectations of restoration have been overlooked, have become increasingly discontent and as a result have resorted to violent protests and burning of public facilities, when their requests for action are repeatedly ignored by those responsible for local governance. Civil society's democratic right to partake in the allocation of funding

and its awarding to contractors is not being exercised, due largely to the fact that most members of the taxpaying public are unaware of their right to engage and have a say in how their municipal zones are managed and funded. In addition, the council spaces in their current iteration are not a conducive environment to enable balanced power sharing and public participation.

The next logical step in the journey to creating balance and encouraging civil society to exercise its constitutional rights is to:

- a. Educate and inform them of their constitutional rights.
- b. Provide support structures to give citizens recourse to partnerships and NGOs when their participation and requests for service are denied or not acted upon.

### **THE WAY FORWARD – A CIVIC EDUCATION PROGRAMME**

**The journey will be commenced on multiple platforms, via:**

#### **Universities**

Professor Koma echoed the principle that universities as part of the community are also morally and legally bound to conscientise society around civic responsibility and citizenship to ensure that programmes are created to impart knowledge and add value, and respond to the needs and expectations of the community. In addition, capacity development is also provided to councillors in different municipalities, customising programmes provided to address specific needs requiring attention.

#### **National Government**

The country will also dedicate programmes to touch on government planning frameworks to fulfil the obligations of member states of the UN Sustainable Development Goals to end poverty and hunger, amongst other tasks.

#### **Kagiso Trust Partnerships**

Ms. Mankone Ntsaba went on to reiterate that one of Kagiso Trust's defining principles is creating partnerships, because no institution or individual, including government is able to operate effectively on its own.

To this end Ntsaba announced that Kagiso Trust will be launching a civic education programme aimed at teaching and providing resources online and in an app, scheduled for the end of September, which will be backed by working with organisations who will be able to extend the lessons to reach those on the ground in areas that have limited or no access to data and technology.



# ACTIVE CITIZENRY – COALITIONS

*To conclude the series of conversations hosted by Kagiso Trust the selected topic up for discussion and public participation is Political Coalitions.*

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Coalition takeovers have impacted many of the metropolitan zones in the country of late and have proven to be controversial. With the 2024 elections looming large on South Africa's horizon, which will mark the 30th anniversary of democratic rule, the nature of political coalitions and the effect on the stability of local governance present a compelling need for citizens to become better equipped to understand and exercise their agency, in the face of having their desired voting outcomes overturned. This occurrence is as a result of smaller parties coalescing in order to seize control of municipal governance, by means of a vote of no confidence, which has often proven unwelcome and disruptive. This is especially in cases where service delivery is neglected while political jostling persists, often perceived as a power struggle or gerrymandering to serve self-interest and prevent opposition parties from gaining control.

The resulting instability has exacerbated the rate of destruction and collapse of infrastructure, as covered in the second in the series of the TwitterSpace X conversations.

## SITUATION ANALYSIS

Khaya Sithole chaired the panel which featured 3 renowned specialists in the field of active citizenry, public accountability and local and national governance, to invite comment on the headlining issues as detailed below, and to kick-start the exchange of knowledge and share insights gained from first-hand experience and study of the processes involved.

- National elections – how do they influence our vote, against the realities of coalitions seizing control from those elected to office since 2006?
- Does the national government election exert any influence in local government and vice versa and will that have an effect on the way the electorate decide who to vote for in 2024?



Queues of people ready to cast their first votes in the 1994 elections.

Photographer: Naashon Zalk / AP  
<https://www.nbcnews.com/id/wbna4738595>

## MEMBERS OF THE PANEL

### Mzwanele Mayekiso

Chairperson of Kagiso Trust. Ms Mankone Ntsaba is very passionate about community development and poverty eradication and has worked on various development programmes in rural areas of South Africa. She has been with the Board of Kagiso Trust since 2009 and has served in numerous roles within Kagiso Group as well as Universities of Zululand and Transkei and also sits in the Board of Rand Water.

### Tessa Dooms

Is a democracy, governance, and policy expert inspired by the values of participation, social justice, and human-centred design. With a focus on inclusion and participation, her ethos is that value creation and development can only happen if we invest in, empower, and leverage the capacities of human beings. She is currently the Director of Programmes at the Rivonia Circle

### Paul Smith

Local Government Support head, Kagiso Trust. Paul has consulted into the Local Government sphere government since 1997 and has headed up the Kagiso Trust Local Governance program since 2010. Paul's role in Kagiso Trust is to both manage consultancy business and continually innovate new approaches to local government sustainability and strengthening local governance structures to enable stakeholders to be collaborative in finding effective solutions that impact their communities.

- How have communities and citizens on the ground been affected by the events of recent years in local governance and how will that affect or influence voting patterns?
- Are coalition government takeovers proving to be untenable?

## UNWRAPPING THE FRUITS OF DEMOCRACY

The first panellist, Tessa Dooms was asked for comment on whether the increase in coalition government takeovers and the chaos it creates, could perhaps be proving untenable.

Dooms asserted that coalitions should not be viewed as either good or bad, because it would not amount to an outcome which can be pursued. Coalitions should rather





be considered as a natural progression of elections in a proportional representative system of governance. Furthermore, as a multi-party democracy, it should be positively viewed as evidence of power sharing which is fundamental to democracy in practice. Citing the fact that Parliament comprised more than ten parties since the beginning of democracy in 1994, it is evidence of the evolving change that is to be expected and which is now trickling through to local governance levels. One should therefore be encouraged and reassured that this is the result of as many people as possible participating in governance, which is in line with the most basic democratic principles.

Acknowledging that the instability brought about by coalitions is cause for concern, it is attributable to the qualities and characteristics of individual decision makers, which are now being exposed, rather than party policy.

Dooms went on to emphasise that the responsibility for making decisions in council lies with an individual, rather than the brand of political party they represent, and that this highlights the need for civic society to be more selective and empowered in their choice of individuals to be voted into office, as constituents are currently not being consulted in the process of decision making as is provided for in the constitution.

While politicians have proven to be increasingly fickle, what should be of concern is the politicising of administration and bureaucracy. Administration and bureaucracy should

not be affected by changes in a country's politics, as demonstrated by the United Kingdom withstanding the change of three prime ministers in the space of four months, without adversely affecting service delivery. This comparison lays bare the importance of having a strong bureaucracy, which appears to be lacking in our system of governance, due to politicisation and its dependence on whoever is in power at any given time.

### **ONE VOTE AWAY FROM CHAOS**

Concurring with the latter, Paul Smith echoed the view that coalitions are a thing of the future and that we need to adapt accordingly. While the Kagiso Trust has been engaging with underperforming municipalities over the past few years, more recently they have also encountered many successful municipalities, where the common thread is strong municipal managers who have been given the agency to conduct their duties without political interference and where councillors hold themselves accountable and have a solid understanding of their roles and responsibilities. However, even these successful institutions are vulnerable to being one vote away from chaos, when incompetence or cadre deployment infiltrates the system, and political influence is exerted on the administration and results in failure.

Affirming that there are reasonably sufficient rules in place to follow, Smith pointed out that essentially, it is a people and leadership problem that is debilitating the efficacy and service-delivery required from municipal institutions. For this reason, the electorate needs to exercise due care

when selecting those appointed to serve, by interrogating their intention for wanting to be in office. The electorate should look for indicators of community-centricity and responsiveness to the needs of the community as essential, impelling qualities in those they elect, in preference to those who focus on serving political masters or parties.

A detrimental effect of electing councillors who lack moral fibre or a passion to serve the community is that when they become disruptive, they render the town ungovernable with the intention of bringing about a change in leadership to the party they elect to serve. Disruptive individuals are particularly active in areas where unemployment levels are high and councillors choose to be appointed as a means of gaining employment, as few other career choices are available.

### **POWER SHARING**

Tessa Dooms related the delicate balance required for optimal delivery, where ideally a governance structure could accommodate power sharing with other political parties, because simply put, the more diverse a governance group is, the less likely it is to enable a system of patronage.

However, the chronic problem faced by some in municipalities, mayoral committees and portfolio heads, is their being subjected to obstructive behaviour from individuals and parts of the community, to intentionally make the municipality reasonably ungovernable. Power-sharing however, as a working model, offers the potential to defend coalitions from falling victim to deal-making being given preference over the will of the people, as recently experienced in the City of Joburg.

And while the job of a politician is to be an activist on behalf of society, passing budgets requires implementation aided by political will and political oversight. And it is the responsibility of the administrator to ensure that the work gets done, under the oversight of the politician, who is also required to advocate for when things need to change and to be responsive to the needs of the community under their jurisdiction.

### **THE ROLE OF THE MAYOR AND THE CHAIN OF COMMAND – ROLES ARE BEING REVERSED**

The job of the mayor and mayoral committee is to ensure that the administration performs its duties, and it is the responsibility of the councillors to ensure that the mayor and mayoral committee deliver on their mandate. However, the current situation appears to operate in the reverse - where the council is taking instruction from the mayor and mayoral committee. And similarly, ward councillors are often more responsive to their political parties than to the residents and citizens of the ward they have been appointed to service.

### **WHAT WE PUT IN CAN'T BE TAKEN OUT**

The weakness in the current structure is that there is no adequate mechanism to hold elected officials accountable. Unlike developed nations in Europe, South Africa does not have a recall clause to remove people who have been put into power, and this includes political parties and the PR list, and ward councillors, who are directly elected by citizens in the community. This poses an ongoing problem particularly for coalitions, but also for governance in general.



The Parliament Building in Cape Town.





Dignitaries taking their oath at the National Assembly.

Photo by Rodger Bosch / AFP) [www.thesouthafrican.com/news/sixth-parliament-national-assembly-pdates-22-may-2019/](http://www.thesouthafrican.com/news/sixth-parliament-national-assembly-pdates-22-may-2019/)

## FEEDBACK FROM CITIZENS – WE HAVE NO RECOURSE IN THE FACE OF DISRUPTION

A caller named Joseph described the events that unfolded in the Modimolle Mookgophong Municipality, where a political coalition was formed by two polar opposite parties who put aside their differences in order to focus on and achieve the optimal outcome of their mandates. But their efforts were allegedly thwarted by the municipal manager who had been deployed by the ruling party and was believed to have sabotaged their efforts. Applying corrective action would have run the risk of being subjected to by-elections and losing the mandate altogether.

A further challenge was that the administrators who were appointed by the ruling party would have their own councillors deliberately disrupt council. This series of events in his view, indicates the pressing need for civil society to engage with municipal members as well as the provincial COGTA or CoOGHSTA offices, to keep agitating to have their needs met, on an ongoing basis.

Another caller, Dipuo queried why we can elect local government officials but as members of communities we can't recall them as a motion of no confidence.

Tessa Dooms shared her perspectives on these issues by stating that there is still much work to be done to fix the deficiencies inherent in the current structures:

- to remedy the obstructions to progress and

- provide recourse when those elected to serve fail to deliver on their mandates.

The situation is exacerbated by coalition parties being required by law, to deliver a finalised coalition agreement in only two weeks, which leaves it vulnerable to instability.

When compared to the last German election, where more than six months was devoted to constructing a finalised coalition agreement, it is reasonable to assume that two weeks is wholly inadequate to construct such an agreement and to conduct satisfactory negotiations, which should include input from constituents from the outset.

## ARE COALITIONS APPROPRIATE IN DEVELOPING ECONOMIES?

Mzwanele Mayekiso weighed in at this juncture, expressing the concern that coalitions may not be appropriate to serve a developing country such as South Africa, due to the economy not being strong enough to withstand the collapse of governments at short intervals, of sometimes as little as three to six months. A further concern is that the one party one vote system which citizens sacrificed so much to achieve, gets overridden in a boardroom.

Additionally, when a party that has less than one percent of the vote gets elected to be the mayor of a major budget municipality such as the case of Johannesburg, it inflicts incapacity to deliver services adequately, due to the chaos it creates.



This according to Mayekiso, begs the question – are we in a democracy or is it something else?

## CONCLUSION AND WAY FORWARD

Coalitions are part of our future and should not be viewed as good or bad, but rather as a basic function of democratic process.

Despite local governance stability being adversely affected by votes of no confidence engineered by coalitions, the same can be said of stable metropolitan zones which are ruled by a majority party but are afflicted by the same level of non-service delivery and infrastructure being in a state of near collapse. So, the true cause of non-delivery and crumbling infrastructure needs to be re-evaluated.

The more likely cause of instability is attributable to individuals in the system who lack moral fibre and enter the political sphere with ill intent. The electorate accordingly needs to be educated and empowered to exercise their right to engage and hold officials to account to deliver on the mandates entrusted to them.

### *Apathy is Not an Option*

It is up to civic society to push for change by consistently, actively collaborating and engaging with those in office on an ongoing basis, rather than waiting for the electorate to complete their term in office, before evaluating their performance in retrospect and then deciding on who to vote in for the next term. Co-creation is key to achieving the kind of society and environment you want to live in.

### *Vote for the Individual – Not the Brand*

In local governance matters, the vote should also be driven by the quality of the individual to be appointed to office, rather than being simply based on the party they may represent.

### *Cohesion is Key to Successful Collaboration*

It is vital to start building cohesive civil society, where communities need to take back their agency and provide meaningful oversight, to hold councillors and officials accountable to deliver what the community requires.

### *Communities Need to Push for Inclusion*

Communities need to exercise their right to be consulted at the early stages of policy formulation and to participate meaningfully in its implementation at all stages, 365 days of the year - and not only at election time.

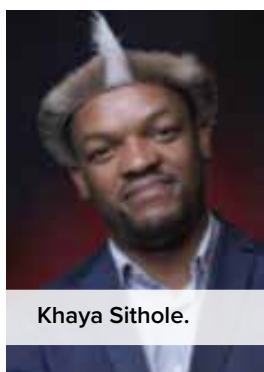
### *Perhaps it's Time to Rewrite some of the Rules*

Considering that circumstances have evolved and changed since the introduction of democracy almost 30 years ago, South Africa can emulate and take our cue from developed European nations, particularly regarding:

- Introducing a mechanism to recall office bearers when they are under or non-performing.
- Revising the deadline for formalising coalition partnerships, as two weeks is inadequate.
- Refining the mechanisms available for protecting and safeguarding the bureaucracy and administration so that it is not vulnerable to interference and politicisation.



# PANEL PROFILES



Khaya Sithole.

## Khaya S. Sithole – Panel Chairman

*Chartered accountant, academic, activist, radio broadcaster, and writer.*

Khaya served as the resident political and financial analyst, writer and talk show host on Kaya FM and Power FM and is a regular contributor on politics and finance for eNCA, Open News and the SABC. He has written weekly columns for the Business Day, the Mail & Guardian and Fin24. In 2016, he headed up the research team that created the Lesedi Education Endowment Fund which was presented to the Cabinet as part of the quest for finding a lasting solution to the university funding issue during the #FeesMustFall crisis.

**Qualifications:** MSc (Queen Mary University of London); PGDip (University of Oxford); BCom Honours (University of Kwa-Zulu Natal).



Zukiswa Kota.

## Zukiswa Kota

*Programme Manager at the Public Service Accountability Monitor, Rhodes University.*

With more than ten years of experience in research for social advocacy as well as scientific academic purposes public resource and expenditure monitoring skills, budget analysis, strategic plan evaluation, research and advocacy. Zukiswa's specialities include research, civil society advocacy, monitoring and research, project management, residence administration, and promotions. The PSAM promotes social accountability in Africa with a focus on South Africa, Zimbabwe, Tanzania, Zambia, Mozambique and Malawi. Zukiswa is the Coordinator of Imali Yethu, a civil society coalition working with the South African National Treasury to develop South Africa's first online portal for provincial and national budget data, Vulekamali. She serves on the Board of Trustees of the Equal Education Law Centre (EELC) and has contributed to various budget and social justice initiatives including the Budget and Expenditure Monitoring Forum (BEMF) and the Budget Justice Coalition. Zukiswa is passionate about promoting environmental justice and inclusive, open governance in Africa.



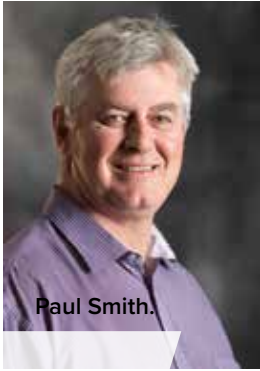
Marlene Ogawa.

## Marlene Ogawa

*Country Director, Synergos.*

Marlene Ogawa is a passionate facilitator who has worked within the private sector, NGOs globally and the government of South Africa. Her expertise is in designing and implementing adult learning and sharing interventions addressing both micro and macro needs. She works across various leadership and collaboration initiatives which build on the principles of Theory U and relational leadership. She strategically designs and holds space using various methodologies including World Café and Open Space Technology.

Marlene works in leadership, organisational and team transformation work with diverse public, private and civil society sectors as well as academia, using Appreciative Inquiry. Over the years Marlene has supported cross and multi-sectoral collaborations towards systemic change and institutional redress through journeying with, project management and facilitating collaborations and gatherings with diverse sectoral groups and communities. Her work at Synergos focuses on bridging leadership through individual and collective transformation, trust-building processes and systems thinking.



## **Paul Smith**

*Local Government Support head, Kagiso Trust.*

Paul has consulted in the Local Government sphere government since 1997 and has headed up the Kagiso Trust Local Governance program since 2010. Paul's role in Kagiso Trust is to both manage consultancy business and continually innovate new approaches to local government sustainability and strengthening local governance structures to enable stakeholders to be collaborative in finding effective solutions that impact their communities.

Beyond KT Paul is a qualified business leadership coach, P2 project management practitioner and a graduate of GIBS and SAID – Oxford University executive leadership program. Over the past four years, Paul has implemented a radical collaboration project in Makana Municipality using radical collaboration as a mechanism to systemically influence the way communities and government engage and ideate to solve local issues. Paul is committed to supporting communities and local government to dismantle polarisation and enabling collaboration as a catalyst for positive systemic change.



## **Professor Sam Koma**

Prof Koma recently concluded an Independent Review of State of the Nation Address Commitments (SONA) 2019-2022 together with a team of experts under GIZ and the Presidency of the Republic of South Africa. He further formed part of a team of experts that developed the National Policy Development Framework commissioned by the Department of Planning, Monitoring and Evaluation in 2019. He has delivered over 50 conference papers and published over 20 articles in accredited and prestigious journals focusing on developmental local government, local economic development, corporate governance and policy analysis. Prof Koma has published and contributed to book chapters in the fields of Public Administration, Governance, Local Government and Social Security.

He serves as a research cluster leader in the South African BRICS Think Tank under the National Institute for Humanities and Social Sciences. He is a member of the Institute of Directors of South Africa (IoDSA) and serves as a member of the Academic Advisory Committee of the Provincial Growth and Investment Council of the Northern Province Premier's office. He recently participated at the Local Government Professionalisation Indaba as one of the Thought Leaders. He is a Director of the School of Economics and Management, Faculty of Management and Law, University of Limpopo.



## **Dr Sithembile Mbete**

Dr Sithembile Mbete is a lecturer in the Department of Political Sciences at the University of Pretoria where she lectures on international relations and South African politics. She is also an Associate Fellow of the Centre for Governance Innovation (GovInn) at the University of Pretoria. She has a doctorate from the University of Pretoria on the subject of South Africa's foreign policy during its two elected terms in the United Nations Security Council (2007-2008 and 2011-2012). She has published on the Economic Freedom Fighters (EFF) in accredited journals.

Her research has been funded by the National Institute for Humanities and Social Science (NIHSS), the National Research Foundation (NRF), the American Social Science Research Council (SSRC) and the Mellon Foundation. In 2014 she was a visiting scholar at the Department of Political Science and Balsillie School of International Affairs at the University of Waterloo in Canada. Sithembile is a 2019 Open Society Foundation Democracy Fellow. She is part of an international study group on the rise of populism across the world.





### **Ms Mankone Ntsaba**

Chairperson of Kagiso Trust. Ms Mankone Ntsaba has been with the Board of Kagiso Trust since 2009 and has served as Deputy Chair of the Board and Chair of the Programmes Committee for the last six years. She has served as a member of the Board of Kagiso Tiso Holdings (KTH), Kagiso Africa Investments (KAI) and the advisory Board of Kagiso Shanduka Trust (KST).

Beyond Kagiso Trust, Ms Ntsaba runs her own management consulting company in the water and sanitation sector. She previously worked as a researcher and consultant at the Council for Scientific and Industrial Research (CSIR). She has also worked as a lecturer at the Universities of Zululand and Transkei. Ms Ntsaba sits on the Board of Rand Water. She is very passionate about community development and poverty eradication and has worked on various development programmes in rural areas of South Africa.



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She has worked across Africa, engaging youth, governments, politicians, corporations, non-government actors, and intergovernmental organisations, including the African Union and the United Nations. She has also served on the National Planning Commission of South Africa for over 5 years (2015- 2021), advising the President on national planning priorities related to youth development.



### **Mzwanele Mayekiso**

Mzwanele is the author of “Township Politics: Civic Struggles for a New South Africa” (Monthly Review Press, 1996), and co-editor of “Confronting Fragmentation: Housing and Urban Development in a Democratising Society” (with Philip Harrison and Marie Hutchermeyer, UCT Press, 2004). A prolific writer and leading black intellectual, he has contributed papers and think pieces for academic journals and newspapers, both locally and internationally. He is the owner and publisher of Ndivhuwo journal and CEO of the iKwezi Institute for Research and Development, Johannesburg.

# OUR FOOTPRINT

## Limpopo

### KST:

- 60 Anglo American Schools Project

### PMO:

- University of Limpopo Research partnership

### BNSDP:

- 243 schools in Sekhukhune East

### SED:

- Spar Mopani Rural Hub Initiative

## North West

### PMO:

- North West University Research Partnership

### SED:

- BPI Funding

## Northern Cape

### KST:

- 25 Anglo American Schools Project

## Free State

### BNSDP:

- 166 schools in Thabo Mofantsanyaya

### KST:

- 323 schools in Motheo & Fezile Dabi

### EMSP:

- 51 Students, including 2018 intake of 15 students

### PMO:

- UFS Research partnership

## Western Cape

### PMO:

- Stellenbosch and Western Cape Universities Research partnerships

## Eastern Cape

### KTC:

- CoGTA

### Local Government Support Programme:

- Makana Municipality

### SED:

- Groendal Workers Trust

## Gauteng

### Leadership Conference

- Faculty of Education, UJ
- National Education Collaboration Trust (NECT)

### Kagiso Trust Consulting:

- CoGTA

### PMO:

- Thabo Mbeki Foundation
- Human Science Research Council
- South African Human Rights Commission
- Africa Beyond 4IR
- Council of Scientific and Industrial Research

### SED:

- PROPreneurX

## Mpumalanga

### KST:

- 25 Anglo American Schools Project

## KwaZulu-Natal

### Beyers Naude Memorial Lecture:

- University of Zululand

### SED:

- Funding through – For Farmers East for yellow maize crops and Sebenzangamandla Pty (Ltd)

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